

**The State of Missouri's
Strategic Plan
for
Title I of the Workforce Investment Act
and the
Wagner-Peyser Act**

Program Years 2005-2006
(July 1, 2005 through June 30, 2007)

**Revised February 2006
(Modification #1)**

PLAN DEVELOPMENT PROCESS

The development of *The State of Missouri's Strategic Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act, Program Years 2005-2006* began in early February 2005, with the draft release of the state guidelines from the U.S. Department of Labor (DOL). Staff from the Division of Workforce Development (the Division) reviewed the guidelines for major changes and discussed these changes with members attending the Training and Employment Administrators of Missouri (TEAM) monthly meeting on February 16th.

Discussions concerning the new plan were also held with the Missouri Training and Employment Council's (MTEC -- State Board) Program Coordination Committee on March 29th and the Workforce Investment Board Committee on April 1st. The new plan was also discussed with the Missouri Association for Community Action on April 13th and the AFL-CIO on May 5th.

Following the TEAM meeting in February, the Division conducted internal staff meetings and assigned the various portions of the plan to staff and other partner agencies for development. Once the first draft was developed, it was presented for review to all state partners, the State Board's Executive Committee, Program Coordination Committee, and local workforce investment board (WIB) chairs and contacts.

The Executive Committee met on April 15th to discuss the state plan draft. Changes from the review of the first draft were incorporated into the plan and the second draft was sent to the full MTEC (State Board) in preparation for their meeting on May 6th. MTEC recommended the state plan be sent to the Governor for his signature and the plan was prepared for submission to DOL by their May 31st deadline.

The public notice for the plan was published on Sunday, May 1st, in five of the major newspapers around the state, including the *Kansas City Star*, *St. Louis Post Dispatch*, *Springfield News-Leader*, *Cape Girardeau Southeast Missourian*, and the *Jefferson City News Tribune*. Public notice was also placed in several newspapers serving diverse populations, including the *Kansas City Call* and the *St. Louis Argus*. The plan was also placed on MTEC's website for review. After the required 30-day public comment period, any comments collected will be sent to DOL.

[UPDATE: No public comments were received on this plan. Also, the original plan approval letter from DOL, and the approval letter for Modification #1 follow this page, as well.](#)

U.S. Department of Labor

Employment and Training Administration
200 Constitution Avenue, N.W.
Washington, D.C. 20210



JUN 30 2005

The Honorable Matt Blunt
Governor of Missouri
Office of the Governor
Room 216, State Capitol Building
Jefferson City, Missouri 65101

RE: Missouri's Strategic State Plan for Title I of the Workforce Investment Act
and the Wagner-Peyser Act

Dear Governor Blunt:

This letter provides approval of Missouri's Strategic State Plan for Title I of the Workforce Investment Act (WIA) and the Wagner-Peyser Act for the two-year period, July 1, 2005 through June 30, 2007. The Employment and Training Administration (ETA) received your State's proposed Plan on May 31, 2005, and appreciates your timely submission. ETA views the state strategic planning process under WIA to be a foundational driver for the State's workforce investment system which is key to the State's economic growth. The role of governors in this process is critical, and we thank you for your leadership and that of your State's Workforce Investment Board.

Plan Review and Approval

ETA has reviewed the Missouri Plan, including the revisions to the initial Plan provided by the State on June 17, 2005 (hereafter "the Plan"), in accordance with Title I of the Workforce Investment Act, the Wagner-Peyser Act, the corresponding regulations, and the WIA/Wagner-Peyser Act Planning Guidance issued on April 12, 2005. Pursuant to 20 CFR 661.220(e), this letter constitutes a written determination under WIA section 112(c) (29 USC 2822(c)), that the Plan, for the two-year period, July 1, 2005 through June 30, 2007, is consistent with the requirements of WIA and the Wagner-Peyser Act.

The Grant Officer will issue a Notice of Obligation for the "July portion" of the WIA formula allocations (Youth, Adult and Dislocated Worker), effective July 1, 2005, under the current Program Year 2005 Annual Funding Agreement. The Wagner-Peyser Act program grant documents for Program Year 2005/Fiscal Year 2006 were sent to the designated State grantee agency for signature. Upon return the Grant Officer will execute the grant effective July 1, 2005. These Wagner-Peyser Act documents will provide for the initial base allocation of Program Year 2005 funds.

Performance Levels

Enclosed are the negotiated Program Year 2005 and 2006 performance levels for WIA which were agreed upon in prior discussions with the Regional Office. These performance levels have been incorporated into the state Plan, and approval of this Plan constitutes formal approval of Missouri's WIA performance levels for Program Years 2005 and 2006.

Waiver Requests

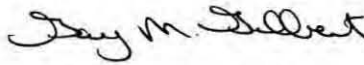
We appreciate that you sought to take advantage of the waiver authority provided in the Workforce Investment Act to expand the flexibility Missouri has in implementing your workforce investment system. You will soon receive a separate notification from the Assistant Secretary of the Employment and Training Administration, which will constitute the official response to your waiver requests included in your State Plan. Your two waiver requests were approved.

If you have any questions related to the issues discussed above, please contact Christine Kulick at (202) 693-3045 or kulick.christine@dol.gov, or Bob Wilson at (816) 502-9035 or wilson.bob@dol.gov.

Sincerely,



Byron Zuidema
Regional Administrator
Employment and Training
Administration



Gay M. Gilbert
Administrator
Office of Workforce Investment
Employment and Training
Administration

Enclosure

cc: Rod Nunn, Director, Division of Workforce Development
Emily Stover DeRocco, Assistant Secretary for Employment and Training
Jack Rapport, Administrator, Office of Field Operations
Christine Kulick, Federal Coordinator for Plan Review and Approval
E. Fred Tello, Grant Officer

WIA Performance Levels for PYs 2005 and 2006

Missouri

	<u>PY 2005</u>	<u>PY 2006</u>
<u>Adult Measures</u>		
Adult entered employment	79.00	80.00
Adult employment retention	80.00	81.00
Adult earnings change	\$3,100.00	\$3,200.00
Adult employment and credential	65.00	66.00
<u>Dislocated Worker Measures</u>		
Dislocated worker entered employment	86.00	88.00
Dislocated worker employment retention	88.00	88.00
Dislocated worker earnings change	(\$1,800.00)	(\$1,500.00)
Dislocated worker employment and credential	73.00	74.00
<u>Older Youth Measures</u>		
Older youth entered employment	69.00	70.00
Older youth employment retention	80.00	81.00
Older youth earnings change	\$2,800.00	\$3,000.00
Older youth credential	49.00	50.00
<u>Younger Youth Measures</u>		
Younger Youth Skill Attainment	84.00	85.00
Younger youth diploma	77.00	78.00
Younger youth retention	62.00	63.00
<u>Customer Satisfaction Measures</u>		
Participant ACSI	73.00	74.00
Employer ACSI	73.00	73.00

Region 5

U.S. Department of Labor

OCT 27 2006

Employment and Training
Administration
200 Constitution Avenue,
N.W.
Washington, D.C. 20210



NOV - 7 2006

The Honorable Matt Blunt Governor of
Missouri
State Capitol
Room 216
Jefferson City, Missouri 65101

Dear Governor Blunt:

This is to respond to your letter of August 9, 2006, received by the Employment and Training Administration (ETA) on August 17, 2006, in which you submitted the additional information requested in ETA's letter of June 26, 2006. We appreciate your timely response.

In our June 26, 2006 letter, we requested that Missouri revise the State Plan to provide the policies developed to permit the use of Workforce Investment Act (WIA) Title I financial assistance to employ and train participants in religious activities when the assistance is provided indirectly. On August 9, 2006, Missouri responded by clarifying the revisions to the State Plan and attaching Division of Workforce Development Issuance 02-06. In order to ensure that Missouri is implementing the Plan in a manner consistent with the WIA requirements, this letter is to confirm the interpretation of Missouri's policy, as explained by Missouri in recent discussions between officials of the Division of Workforce Development, and Robert O'Brien, the Federal Project Officer for Missouri. As ETA understands the State's policy, as expressed in the Plan and Directive, and as discussed with the Region, the State is requiring that Local Workforce Investment Boards adhere to the State's policy and will be providing training and monitoring to ensure compliance with the State's policy. Based on this understanding, ETA will incorporate the information provided by the State into the State Plan, as modified. If ETA's understanding is incorrect, please advise us immediately.

Again, we appreciate your timely response to our letter of June 26, 2006, and Missouri's commitment to complying with ETA's faith-based policy, as provided in Training and Employment Guidance Letter 1-05. Please have your staff contact Robert O'Brien, at (312) 596-5432 (Obrien.Robert@dol.gov) if you need additional clarification, or if we can otherwise provide assistance.

Sincerely,

BYRON ZUIDEMA
Regional Administrator
Employment and Training Administration

GAY M. GILBERT
Administrator
Office of Workforce Investment
Employment and Training Administration

LIST OF ACRONYMS

AEL	Adult Education and Literacy
AVTS	Area Vocational Technical School
BAT	Bureau of Apprenticeship and Training
CAP	Career Assistance Program
CBO	Community Based Organization
CEO	Chief Elected Official
CFR	Code of Federal Regulations
CIR	Continuous Improvement Review
CLEO	Chief Local Elected Official
CPR	Contract Progress Report
CSBG	Community Service Block Grant
DED	Department of Economic Development
DES	Division of Employment Security
DESE	Department of Elementary and Secondary Education
DHE	Department of Higher Education
DOL	U.S. Department of Labor
DOLIR	Department of Labor and Industrial Relations
DSS	Department of Social Services
DVOP	Disabled Veteran Outreach Program
DVR	Division of Vocational Rehabilitation
DWD	Division of Workforce Development
DWU	Dislocated Worker Unit
DYS	Division of Youth Services
EEOC	U.S. Equal Employment Opportunity Commission
ESL	English as a Second Language
EEO	Equal Employment Opportunity
ETA	Employment and Training Administration
FSD	Family Support Division
FY	Fiscal Year for Federal Programs (October 1 through September 30)
GED	General Education Diploma
GPRA	Government Performance Results Act
HHS	U.S. Department of Health and Human Services
ITA	Individual Training Account
LEP	Limited English Proficiency
LMI	Labor Market Information
LVER	Local Veteran Employment Representative
LWIA	Local Workforce Investment Area

LWIB	Local Workforce Investment Board
MACT	Missouri Association for Customized Training
MEC	Missouri Employer Committee
MERIC	Missouri Economic Research & Information Center
METP	Missouri Employment and Training Program
MJTCC	Missouri Job Training Coordinating Council (now MTEC)
MOICC	Missouri Occupational Information Coordinating Committee
MOU	Memorandum of Understanding
MSFW	Migrant Seasonal and Farm Workers Program
MTEC	Missouri Training and Employment Council
MTI	Missouri Training Institute
OJT	On-the-Job Training
OMB	Office of Management and Budget
O*NET	Automated Replacement for the Dictionary of Occupational Titles
PBS	Planning Budget Summary
PFS	Parents' Fair Share
PL	Public Law
PY	Program Year (July 1 through June 30)
SWIB	State Workforce Investment Board
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance for Needy Families
TEAM	Training and Employment Administrators of Missouri
TPCI	Transition from Prisons to Community Initiative
UI	Unemployment Insurance
VETS	Veterans Employment and Training Services
WARN	Worker Adjustment and Retraining Notification
WIA	Workforce Investment Act
WIB	Workforce Investment Board
WRIS	Wage Record Interchange System

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The State of Missouri's
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for Title I of the Workforce Investment Act
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Wagner-Peyser Act
(July 1, 2005 – June 30, 2007)

I. STATE VISION

Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the workforce system in support of the state's economic development that addresses the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response, if available. (s112(a) and (b)(4)(A-C))

Governor Matt Blunt's vision for the State of Missouri's workforce investment system is to provide a positive environment for current and new businesses to thrive and thus drive the state's economy. To accomplish this, the Governor recognizes the strong need for education and its impact on providing a highly-skilled workforce for businesses to compete in the global economy.

To relay the importance business has in the state's workforce development system, the Division of Workforce Development's (hereafter referred to as "the Division") business representatives will be given a renewed emphasis on their role. These business representatives are responsible for determining the true needs of business in the local areas, translating these needs to the local workforce investment boards (WIBs) and the one-stop partners, and to provide business with information on the services available to them through the workforce development system.

Additionally, the state board, through its policies, will provide an environment that is conducive to achieving the Governor's vision at the local level, where system performance is actually measured.

To meet the U.S. Department of Labor's (DOL) planning expectations for integration and service delivery strategies, the following approaches are or will be utilized by the state's workforce development system:

- The state is currently re-designing its case management system to be more service-focused, rather than program-focused.
- The state will develop more collaborative partnerships to move toward more integrated service delivery.
- The state's Government Reform Commission is currently looking at all of the state government structure to eliminate duplicative services and ensure the state operates at optimum efficiency.

- The state has initiated the Regional Skills Gap Analysis initiative that focuses on identifying and providing the skill levels needed by employers.
- The state ensures that every customer is given access to all eligible services.
- The state ensures that business services are fully integrated into the workforce development system through collaboration with the Department of Economic Development and the Division's business representatives, who are located at the one-stop centers.
- The state has equipped every full-service one-stop center with assistive equipment and technology, as well as access to foreign language interpreters to ensure that all services are made available to all populations.

A. *What are the state's economic development goals for attracting, retaining and growing business and industry with the state? (s112(a) and (b)(4)(A-C))*

The State of Missouri's economic development goals are to encourage more entrepreneurship, promote a business-friendly environment for new business, and to create better jobs. To do this, Governor Blunt has proposed an economic legislative package that will spur economic growth and entice businesses to offer more family-supporting jobs. Through the Missouri Quality Jobs Act, the state will offer employers a withholding tax incentive on wages paid to their employees. To qualify for this incentive, business must offer basic health insurance for new employees in new jobs and pay at least 50 percent of the health insurance premium. Also, these new jobs must be equal to or above the county's average wage.

Governor Blunt's economic initiative is divided into three separate programs: the Small Business and Expanding Business Program; the Technology Program; and the High Impact Projects Program. This legislative package is expected to be approved by the state legislature later this spring.

B. *Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of federal and state resources available for workforce investment flowing through the state's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the state's business and industry? (s112(a) and (b)(4)(A-C))*

In order to more effectively maximize and leverage state and federal resources, Governor Blunt has ordered the establishment of the Government Reform Commission. This commission is composed of 20 appointed members from various occupations represented around the state. The commission is being charged with looking at each state department in

terms of efficiency and focused goals or duties. The goals of the commission are to make state government more effective, fiscally responsible and service-oriented. In doing this task, the commission will be analyzing state programs to ensure that services are not being duplicated at the state level and that funds are effectively utilized for maximum output. Those state agencies involved in the workforce development system will be scrutinized for effective utilization of state and federal resources, as well. The commission is expected to release its recommendations to Governor Blunt in March 2006. Should the Governor act on any of the commission's recommendations that affect the state's workforce development system, the plan will be changed to reflect these actions.

When negotiating performance, the state will aim to meet or exceed DOL's requirement to double the number of individuals trained. Also, additional training funds from sources other than WIA will be identified to assist the state in meeting this performance expectation.

The state board will address strategies to align the goals of the local WIBs and the one-stop centers.

- C. *Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (s112(a) and (b)(4)(A-C))*

To ensure a continuum of education and training opportunities that support a skilled workforce, the state has embarked on two projects, the Missouri Regional Skills Gap Initiative and the career management website, which is yet to be officially named.

The Missouri Regional Skills Gap Initiative is a two-phase program designed to assist local workforce investment boards (WIBs) in addressing critical labor gaps in their local workforce investment regions. This new initiative is focused on rewarding and ensuring program improvement. The initiative is designed to continue the investment in achievement of the Workforce Investment Act (WIA), Adult Education & Family Literacy Act and the Carl D. Perkins Vocational and Technical Education Act performance measures. The funding for this initiative is from the WIA incentive funds awarded to the state for performance in programs affiliated with these acts.

This initiative will support one of the recommendations from the state board, the Missouri Training and Employment Council (MTEC), to encourage state agencies to work with local boards to conduct regional

supply/demand gap analysis, identify current and future needs of business and industry, and identify targeted occupations for each workforce region.

The first part of this initiative, the planning phase, began February 1, 2005, with all fourteen (14) WIBs receiving funding on a non-competitive basis to create a planning consortium that will identify both critical labor gaps and strategies to address those gaps. During the second part, the implementation phase, WIBs will compete for funding based on their application detailing how they plan to implement strategies to address the critical labor gaps identified in the planning phase. Funding for the second phase is expected to be available on July 1, 2005.

In addition to the Missouri Regional Skills Gap Initiative, the state is partnering with several state agencies to develop a career management website. This website will assist students, teachers, parents, businesses and the general population in the coordination of the various tools that are available to assist persons in their career decisions, including *GreatHires.org* (the state's internet job-matching system), the *Missouri Education and Career Hotlink* (identifies training resources), and *Kuder*, (providing career interest and inventory needs of students and adults). The website is currently under development and has an anticipated completion date of July 1, 2005. Partial funding for this project is from the WIA incentive funds.

- D. *What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education and the public workforce system to continuously identify the workforce challenges facing the state and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (s112(b)(10))*

The state board (MTEC) brings together key players in the state's workforce investment system for quarterly meetings and action strategies. Currently the state has been able to bring together these key players locally through the Missouri Regional Skills Gap Initiative. Identifying skills gaps is a continuous effort, therefore, it is anticipated that the local WIBs will find the results of this initiative to be of such importance that it becomes part of their regularly scheduled local planning efforts.

- E. *What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, and other youth at risk? (s112(b)(18)(A))*

In November 2004, representatives from the Division of Children's Services, the Division of Workforce Development, the Department of Public Safety, and the U.S. Department of Labor Job Corps Division attended a meeting in Chicago. At the request of the U.S. Departments of Labor, Health and Human Services, Education, and Justice, these representatives participated in a planning forum related to DOL's new strategic vision for the delivery of youth services under WIA.

A critical component of this planning forum included representatives from the state's participating agencies engaging in a variety of discussions and planning activities on how their state can best respond to DOL's new strategic vision to better serve and prepare the most at-risk and neediest youth for real job opportunities. Missouri's delegation determined in order to develop a plan that would address the employment needs of the state's most at-risk youth, the group should first assess what services presently exist in the state and attempt to identify who is providing those services.

Since that initial meeting in Chicago, there has been one follow-up meeting of the representatives to further discuss Missouri's next steps in this initiative. At this meeting, it was determined that support was needed from the Governor's Office and department directors to initiate this vision. The Department of Elementary and Secondary Education (DESE) will be a part of this state effort to collaborate, as their staff are now being consulted.

Governor Blunt has made the public education of the children of Missouri his top priority, assuring that Missouri youth are better prepared to learn and advance. His budget proposes an increase of 4.7% over last year.

The WIA regions have worked locally with their communities and with the agencies that oversee youth programming to develop partnerships with schools and such agencies as the Family Support Division (FSD). At the local level, there are many collaborative efforts with business and industry, economic development and education. At the state level, meetings had taken place with foster care, but have not met since the elections in November 2004.

On July 1, 2004, the Division awarded each region \$25,000 to build and/or improve youth councils in the local areas. These funds were also provided to support staff that conducted youth council activities. Funds will expire June 30, 2005. This funding has been provided to the local regions for the past two years.

The state has several projects that are helping Missouri's youth to achieve their educational and occupational career goals.

The Division has contracted a three-year demonstration project in both Kansas City (2nd year) and Pemiscot County (1st year) with the CISCO Academy. This project prepares youth for networking and IT-related jobs.

The Division also has a contract with the Urban League of Metropolitan St. Louis to provide a school-to-career program to area high school seniors, called Jobs for America's Graduates (JAG). The major focus of this program is to provide high school seniors with employment. This is a dropout prevention and school-to-career transition system for at-risk youth, providing employability skills training.

Another Division project for students is the "I Can Learn" Educational Learning Systems. Through various middle and high schools in Missouri, this is a statewide demonstration project for delivering standards-based algebra and pre-algebra mathematics courses through 30 state-purchased computers.

Contracts are being delivered to several agencies throughout Missouri to establish the "21st Century Workforce Construction Trades Pilot Programs", effective April 1, 2005 through April 30, 2006. The Division has contracted with a number of community-based organizations to target certain populations of youth that are determined to be at-risk. These construction trade projects are partnerships entered into with a local government entity sponsoring a Community Development Block Grant (CDBG) project. Examples of some of the projects include: 1) Columbia Builds Youth 21 (CBY 21), addressing the improvement of a central portion of Columbia encompassing a significant number of Boone County's public housing units, while giving low-income and homeless youth the opportunity to gain employability skills; 2) youth ex-offenders may participate in development of one of ten single family homes in Boonville, called the Boonville Affordable Housing Development Program; 3) City of Nevada is targeting eight youth, with priority given to those youth served by the Division of Youth Services, to be trained in multiple construction fields as they modernize the Nevada City Airport; and 4) FEC 21st Century Project, providing dropouts with work experience in construction trades through collaboration with Habitat for Humanity, Builder's Training Center, Kansas City's public buildings, etc.

The Division is in the process of awarding Youth Employment Opportunity contracts up to \$35,000 to each local region, which provide career exploration to youth in partnership with Boys & Girls Club of America and other non-WIA youth service providers.

II. STATE WORKFORCE INVESTMENT PRIORITIES

Identify the Governor's key workforce investment priorities for the state's workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (ss111(d)(2) and 112 (a))

The Governor's priorities for the state's workforce development system are to become business-focused on the services provided and to develop strong educational partnerships to meet the skill needs of business.

The state will encourage more active involvement of business on both the state and local WIBs. The Division's business representatives will be more aggressive in finding out the needs of business in the local areas and will assist businesses in meeting their needs, including identifying any previously untapped resources that are available through partner agencies and other sources. As discussed earlier, specific skills gaps are being identified in each workforce investment region and training opportunities will be made available to ensure that each region has the resources needed to provide the necessary training to job seekers. The skills gap initiative will encourage partnerships with local school districts and community colleges to provide the specific training businesses need in their job applicants.

The state board (MTEC) developed a series of recommendations for long-term state priorities, which are as follows:

- 1) Missourians must recognize, embrace, and initiate change and innovation.
- 2) Percentage of citizens who are highly literate (reading, comprehension and math skills at the 11th grade level or above) must increase significantly
- 3) High school graduation requirements must be more rigorous including four years of English and three years each of social studies, mathematics and science. This initiative must be linked with a more proactive policy to strengthen teacher preparedness.
- 4) High School graduation requirements must include a nationally recognized work-readiness certification.
- 5) All adults must be engaged in continuous learning (skills development).
- 6) Career education and the community/technical college system must be expanded and curricula targeted to the just-in-time skill standards, certifications, or licensing requirements of business and industry.
- 7) Uniform articulation and dual credit mechanisms must be established between and among secondary schools, community college, and university levels to provide degree credit for skill-based education and training.
- 8) A comprehensive public awareness initiative must be deployed to raise Missourian's aspirations and expectations for education and training, and their relation to their personal economic prosperity and growth.
- 9) State agencies must work with Local Workforce Investment Boards to conduct regional supply/demand gap analyses to identify the needs of business

and industry and identify targeted industries/occupations for each region of the state.

- 10) In collaboration with other organizations, Local Workforce Investment Boards must develop regional State of the Workforce Reports based, in part, on data from the supply/demand gap analyses. These reports must guide policy and operational decision-making, as well as resource allocation.
- 11) Missouri's workforce development system should strive to increase the labor force participation of those persons traditionally underserved by Missouri's labor market; specifically persons of low-income, women, ex-offenders, at-risk youth, young minority males, and persons with disabilities. Missouri must initiate an interagency effort to integrate programs into a continuum of services, including mentoring, to support participation in skills-based training and/or employment retention programs.

Additionally, a state education task force recently released its recommendations regarding high school graduation requirements. The task force found that many students entering post-secondary schools and/or the workforce are not able to meet the entry-level requirements of these schools or employers. The task force is recommending the state raise the high school graduation requirements and these recommendations are pending action from the Missouri State Board of Education.

III. STATE GOVERNANCE STRUCTURE (s112(b)(8)(A))

A. Organization of State Agencies in Relation to the Governor

1. *Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional one-stop partner programs managed by each agency.*

See Attachment 1.

2. *In a narrative, describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.*

The state departments and agencies involved in the workforce system include the following:

Department of Economic Development

- Missouri Training & Employment Council (MTEC – State WIB)
- Division of Workforce Development

Department of Elementary and Secondary Education

- Division of Vocational and Adult Education
- Division of Vocational Rehabilitation

Department of Higher Education

Department of Social Services

- Family Support Division

Department of Health & Senior Services

- Division of Aging

Department of Labor & Industrial Relations

- Division of Employment Security

Office of Administration

- Division of Facilities Management

There are several department-level partners that are involved in the state workforce system. Among them are the Department of Economic Development (DED) and the Department of Higher Education. The Department of Economic Development is involved because they serve the businesses of the state and with the new demand-driven emphasis, this department will play an active role in the system. The Department of Corrections is not officially a partner in the system, but they are involved because the state has begun a new ex-offender initiative. This initiative is designed to ensure that these individuals receive the continuing services and support they need from various state agencies to obtain long-term employment upon their release and to become contributing members to society.

Each of these agencies reports directly to their department director, with the exception of the Department of Elementary & Secondary Education and the Department of Higher Education. Both of these departments report to commissions, which are headed by commissioners. Department directors and commissioners then report directly to the Governor. All of the mandatory partner departments/agencies are represented on the state board.

Since the Governor has appointed the Government Reform Commission, the overall state government structure is being scrutinized for efficiency and duplication of services. Once this process is complete, state government will be better organized by function; thus, partner agencies/departments will be better prepared to serve clients using the full spectrum of the resources available to these partners. It is hoped that this reorganization will identify additional resources that have previously been

untapped by state partners. Also, since the Division of Facilities Management assists state agencies with their facilities, it is anticipated that the commission will recommend more co-location of partner agencies in one building to reduce costs, which is consistent with the intent of WIA.

B. State Workforce Investment Board (s112(b)(1))

1. *Describe the Organization and Structure of the State Board (s111)*

The Missouri Training and Employment Council (MTEC) was formed in August 1991 as a result of state legislation to replace the Missouri Job Training Coordinating Council (MJTCC). MJTCC was originally formed as the State Job Training Coordinating Council required in JTPA Section 122.

On March 5, 1999, MTEC was designated as the State Workforce Investment Board under the provisions of WIA allowing alternative entities to be named as state boards. WIA regulations allowed MTEC to be designated to serve as the state board because MTEC was in existence before December 1997, was established under JTPA as a State Job Training Coordinating Council (JTPA Section 122), and includes at least two representatives of business and labor organizations.

Once WIA is re-authorized, the state will make any necessary changes to ensure the State Board is in compliance.

2. *Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the state's workforce investment system as envisioned in WIA. How is the alternative entity achieving the state's WIA goals? (ss111(a-c), 111(e), and 112(b)(1))*

MTEC consists of 30 members. In compliance with JTPA and Missouri law, the membership composition is as follows: nine members (30%) representing business, industry or agri-business; nine members (30%) representing state and local government agencies; nine members (30%) representing organized labor and community-based organizations; and three members (10%) representing the general public. These membership categories effectively represent the key stakeholders defined in the Workforce Investment Act, except for the Division of Aging (Executive Order 01-02 moved the Division of Aging, a WIA Title V mandated partner, from the Department of Social Services to the Department

of Health and Senior Services). On January 22, 2001, MTEC approved adding the Division of Aging as a member of the One-Stop Executive Team. Previously, MTEC had approved the One-Stop Executive Team to be a designated advisory committee. Attachment 2 lists the current members of MTEC.

While the Governor himself is not a member of the state board (MTEC), considerable involvement with the Governor, as well as with the Governor's workforce development liaison staff, regularly occurs. The MTEC Chair regularly meets with the Governor and reports progress toward mutual workforce development goals and policies.

Current membership includes one member of the House of Representatives. The state legislature is also involved with the State Board through their respective responsibilities. The Senate has a formal role in approving the Governor's appointments to MTEC to ensure appropriate representation. The House has a formal role in the state appropriations/budget process, which ensures WIA partner agencies' budgets support the appropriate needs for Missouri citizens.

3. *Describe the process your state used to identify your State Board members. How did you select the board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the state as required by WIA? (20 CFR 661.200)*

The Governor appoints the MTEC members. As is the case with all other Missouri cabinet-level advisory boards, MTEC members require the approval of the Missouri Senate. When a vacancy exists, the workforce development liaison staff of the Governor's Office prepares a roster of proposed members. From this list, the Governor consults various professional public and private leaders and selects appointees whose names are sent to the Senate. The Senate's approval ensures strong legislative support.

Optimum policy-making authority rests with each MTEC member based upon his or her representation of public or private sector interests. The public sector board members represent the highest administrative staff levels of partner workforce development related agencies. That authority is derived from each member either being the cabinet level (gubernatorial) appointee for partner state agencies, or the department director's designee. Optimum policy-making authority exists for private sector representatives in that they hold various executive-level positions, such as chief

executive officers, corporate presidents, and chief human resource officers.

4. *Describe how the board's membership enables you to achieve your Governor's vision as described above. (ss111(a-c) and 112(b)(1))*

The state board enables the Governor to achieve his workforce and economic development vision by providing leadership and counsel, as well as drive and commitment to the state's workforce investment system. Members of MTEC represent business and industry, organized labor, community-based organizations and State program provider agencies. Through their deliberation of issues, review of research and "best practices" and their insistence on continuous improvement, the board offers the best of both private sector and state government perspectives for the workforce investment system.

MTEC members not only serve by appointment of the Governor, they are selected for appointment because of their active involvement, both professionally and personally, in workforce-related issues and in the economic development of their communities. Members from the private sector are also just as involved from the human resource management side of the workforce and economic development equation. Together, along with state agency leaders familiar with the education, human capital and self-sufficiency aspect of workforce development, the Governor's vision will be maximized.

The state board meets quarterly and supports an operative structure that includes a Local Workforce Investment Board Chair Committee. This arrangement helps support maximum communication between the state and local boards and conveys the state vision to be deployed on the local level. Soon after a state plan development process was provided to the MTEC Program Planning and Coordination Committee, the WIB Chair Committee was given an overview of the state planning process. The first draft of the plan was then developed and presented for review and commentary before the MTEC Executive Committee. Throughout the remainder of the plan development process, the state board membership was consulted for their review, commentary and recommendations. The Governor and the state board's existing membership are committed to continued collaboration in carrying out the functions of this state plan.

5. *Describe how the board carries out its functions as required in section 111(d) and 20 CFR 661.205. Include functions the board*

has assumed that are in addition to those required. Identify any functions required in section 111(d) the board does not perform and explain why.

Missouri's Workforce Investment Board (MTEC) carries out its functions as a policy making board in service and counsel to the Governor. In 2002, the board adopted a clarifying statement, in fact, of their own policy making activities to clearly focus on policy research, development and implementation as opposed to the micromanagement of operational and programmatic details of each WIA agency partner. In all its functions, the state board approaches its meetings, committee work and recommendation actions with an aim toward continuous improvement policies and strategies, as well as linkages within and outside the workforce investment system to ensure coordination and maximizing of resources.

The state board provides oversight review and makes policy recommendations on the most significant operational matters of the workforce investment system, including planning, reporting and accountability. Since the Division is the performance accountability and customer service information agency for the system, the board relies upon leadership, collaboration and compromise on behalf of partner agencies to review and comment on products developed on behalf of the Governor for the system.

Several important examples of collaborative products are the state and local plans, plans of other agencies, the annual report, employment statistics and the WIA incentive grant process. For example, Division staff work in collaboration with WIA partner agencies in review, editing, commentary and narrative contributions on the state workforce investment plan. The plan is also submitted for review and comment to local WIB chairs, local board administrators, and all partner agencies. The state plan is reviewed and supported by recommendation of the state board. Local workforce investment plans are likewise supported by guidelines and technical assistance from the Division and partner agencies. A local plan summary is provided and reviewed for recommendation by the state board. The state board also provides formal review, commentary and recommendations on the state plans for Carl D. Perkins Vocational and Technical Education Act, Vocational Rehabilitation, and other relevant partner agency plans.

The Division staff develop the WIA and Wagner-Peyser Annual Report that is similar to a private sector Annual Report; detailing

financial conditions, performance and customer satisfaction. This report is submitted for review and commentary to the state board.

The state board endorsed the merger between the Department of Economic Development programs and the state labor exchange programs in 1998. Through that integration process, the state board has benefited and continues to support the employment statistics system for Wagner-Peyser as being housed within and under operation of the Division.

Local workforce investment area designations were reviewed and endorsed by the state board in 1999. If there were to be any local area re-designations, these would be presented for consideration, review and endorsement by the state board.

An innovative new philosophy and approach for developing a Balanced Scorecard for assessing performance using this strategy originated from the state board in 2003 and 2004. The Division is involved in implementing this new tool, as detailed in this plan under Section X, D, 3.

From its inception, MTEC has developed a tradition of effective collaboration and inclusiveness in its policy development functions. The board continues to take a strong lead in policy development and oversight of programs from a broad range of individual partners, many of whom are engaged in quality and continuous improvement initiatives in their individual programs. This learning is shared and applied to the workforce system. MTEC supports continuous improvement criteria to be used by local WIBs in their designation of one-stop operators under WIA. These criteria were originally developed based upon the Malcolm Baldrige quality principles.

6. *How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)*

All notices of MTEC meetings, including MTEC committee meetings, are posted on the State of Missouri's Open Meetings website (<http://www.oa.state.mo.us/comofc/oanews>), as well as MTEC's website. These notices include information regarding the process to be used by the disabled community to request special accommodations for those meetings. In addition, any printed information distributed by MTEC for use by the public, such as

agendas, minutes, etc., can be made available in special formats, such as computer disk copies, upon request.

Current MTEC membership includes representation from the Governor's Council on Disability, a disability advocacy group. MTEC will continue to solicit input from the disabled community as a whole as decisions are made regarding Missouri's implementation of WIA.

7. *Identify the circumstances which constitute a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his/her immediate family. (ss111(f), 112(b)(13) and 117(g))*

MTEC approved their revised by-laws on April 4, 2003, which incorporates a Conflict of Interest and Confidentiality Policy in Article IX.

In accordance with WIA and stated in MTEC's *Implementation and Orientation to the Workforce Investment Act: Guidance for Missouri Local Elected Officials* (dated October 2001), the following conflict of interest policy applies to local WIB members:

Local WIB members may not vote on a matter under consideration by the local WIB regarding provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local WIB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the state plan.

A business sector representative may not be an employee of a public sector organization represented on the local WIB, including state and local governmental agencies.

These provisions should not be construed to prohibit local WIB members from training or employing WIA participants.

8. *What sources does the state provide the board to carry out its functions, i.e., staff, funding, etc.?*

The state provides WIA and/or Wagner-Peyser funding to MTEC to support the board's staff, meetings, and special projects. MTEC has four staff, an executive director, two policy analysts and an administrative assistant. (See Attachment 2)

C. Structure/Process for State Agencies and State Board to Collaborate and Communicate with Each Other and with the Local Workforce Investment System (s112(b)(8)(A))

1. *Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (ss111(d)(2) and 112(b)(8)(A))*

In accordance with WIA and to ensure that all partners are aware of, and accountable for, the operation and performance of the one-stop delivery system, the state developed the *Missouri Guidelines for the Development of Memoranda of Understanding*, dated June 2001. The guidance encourages an integrated delivery of services and the sharing of costs among partners to maintain the one-stop center. The guidance also recommends developing procedures for sharing information and reporting customer data.

The state also promotes universal access to all through its policies. A referral system has been established to ensure all appropriate services have been provided once a client has entered the system at the one-stop centers. The referral system is always to the advantage of the customer and requires a follow-up contact to ensure the customer was provided service.

The Division Issuance 15-01, Dual Enrollment Guidelines, Change 1, dated July 26, 2001, details the state's policy for dual enrollment (co-enrollment). The policy specifically states:

“The Division's guidelines on dual enrollment provide benefits to the customer by making available service options, enabling customers to be an active participant in the decision-making process. When providing multiple services concurrently, expenditures become more cost-effective to the one-stop partners. Dual enrollment allows the customer to benefit from the coordination of these services and further benefits the system by integrating the one-stop partner's services. While the Division encourages

dual enrollment, it should be considered only when it is most appropriate for the customer. It should also be understood that while the process should be customer-driven, case managers should have the final responsibility in making the program decision.”

Finally, the findings of the Government Reform Commission can also assist the state in strengthening the bond between partner agencies as they look into possible duplicative services and co-location issues.

2. *Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the state agencies responsible for implementing the vision for the workforce system; between the state agencies and the State Board.*

The Governor communicates his key priorities to the specific program leads through their cabinet-level department directors, who are also members of the state board, as well as to the state board chair and staff director. The state board develops policies based on these priorities that are then distributed to the local boards through Division issuances and discussed at WIB chair/staff meetings. State partner directors release directives based on the Governor’s priorities to their staff for implementation at the local level, as well.

3. *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the state agencies/state board and local workforce investment areas and local boards. Include types of regularly issued guidance and how federal guidance is disseminated to local boards and one-stop career centers.*
(s112(b)(1))

The state board conducts regular quarterly meetings, where the results of its committees’ meetings/findings are heard by the full board. Once the board approves a policy, the Division prepares an issuance that is distributed electronically and via the postal service to all fourteen WIB chairs and their staff directors, as well as to partner agency staff. The issuance is also placed on the state board’s website for general availability. It is the responsibility of the local WIB staff to ensure that their service providers are made aware of these issuances.

4. *Describe any cross-cutting organizations or bodies at the state level designed to guide and inform an integrated vision for serving*

youth in the state within the context of workforce investment, social services, juvenile justice and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the state promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (s112(b)(18)(A))

As discussed previously, the state participated in a planning forum engaging in a variety of discussions and planning activities on how states can best respond to DOL's new strategic vision for the delivery of youth services under WIA. Missouri will develop strategic partnerships and collaborate with the Department of Education, the Juvenile Justice system, Department of Health and Human Services, Division of Children Services, Department of Public Safety, DOL Job Corps Division, and other providers of youth services in an effort to provide effective programs to prepare the most at-risk and neediest youth for real job opportunities in the state's changing economy.

The state anticipates that the Government Reform Commission will basically perform the "cross-cutting" responsibilities as it closely examines state government to restructure its organization so similar-functioning agencies can better serve Missourians using optimum state and federal resources.

Currently, the Division Youth Program staff has begun to have meetings with several of the state-level counterparts that DOL has partnered with over the past year. The state anticipates meeting with all of the state-level counterparts during PY 2005 to ensure that services are provided as efficiently and effectively as possible.

Local Youth Councils will work in partnership with local WIBs to become the local planning body for youth development. Missouri membership will collaborate with agencies, including educators/alternative schools, Division of Youth Services and the Family Support Division who can help make that connection with the neediest youth population.

IV. ECONOMIC AND LABOR MARKET ANALYSIS (s112(b)(4))

As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the state's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

A. *What is the current makeup of the state's economic base by industry?*

Missouri employment totaled almost 2.7 million workers in 2004. The Trade, Transportation, and Utilities sector contributed 19.78% of the state's total employment. The Government (15.94%) and Education/Health Services (12.76%) sectors were the second and third largest employing sectors, with Professional and Business Services rounding out the top four list with over 12.30% of Missouri's total employment.

Historical Industry Data

In 2000, Missouri had the fifth most diversified economy in the United States. This is indicative of a robust economy, better able to withstand and recover from significant unfavorable changes in any one sector. Missouri's economy closely mirrors the national economy and thus national trends are reflected in Missouri trends.

From 1990 to 2003, total non-farm employment in Missouri grew by 14.3%. The fastest growing sector was Arts, Entertainment and Recreation, increasing by 54.5%. However, this sector made up a relatively small portion of the state's employment at 1.6% in 2003. Administrative and Waste Services grew by 51.6%. Manufacturing suffered the greatest employment decline during the period, decreasing by 19.7% from 1990 to 2003. Employment in Natural Resources and Mining declined by 17.9% during that same time period.

Employment by Industry 1990-2003					
Industry	1990	2003	% Share of 2003 Total Employment	1990-2003 Net Change	1990-2003 Percent Change
Total Nonfarm	2,345.0	2,680.8	--	335.8	14.3%
Total Private	1,975.3	2,248.5	83.9%	273.2	13.8%
Natural Resources and Mining	5.6	4.6	0.2%	-1.0	-17.9%
Construction	95.1	133.6	5.0%	38.5	40.5%
Manufacturing	389.3	312.8	11.7%	-76.5	-19.7%
Durable Goods	233.9	193.7	7.2%	-40.2	-17.2%
Non-Durable Goods	155.4	119.1	4.4%	-36.3	-23.4%
Trade, Transportation, and Utilities	505.1	532.7	19.9%	27.6	5.5%
Wholesale Trade	118.6	118.4	4.4%	-0.2	-0.2%
Retail Trade	273.7	310.3	11.6%	36.6	13.4%
Transportation and Utilities	112.7	104.0	3.9%	-8.7	-7.7%
Information	66.8	66.7	2.5%	-0.1	-0.1%
Finance and Insurance	108.7	123.1	4.6%	14.4	13.2%
Real Estate and Rental and Leasing	30.8	39.5	1.5%	8.7	28.2%
Professional, Scientific, and Technical Services	92.2	112.5	4.2%	20.3	22.0%
Management of Companies and Enterprises	45.0	66.6	2.5%	21.6	48.0%
Administrative and Waste Services	82.3	124.8	4.7%	42.5	51.6%
Educational Services	38.4	53.1	2.0%	14.7	38.3%
Health Care and Social Assistance	217.7	299.2	11.2%	81.5	37.4%
Arts, Entertainment, and Recreation	27.5	42.5	1.6%	15.0	54.5%
Accommodation and Food Services	178.7	219.3	8.2%	40.6	22.7%
Other Services	91.5	117.7	4.4%	26.2	28.6%
Government	369.7	432.3	16.1%	62.6	16.9%

Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

More than half of Missouri's Gross State Product (GSP) in 2001 of 181.5 billion was made up by the Services (21.3%), Manufacturing (16.8%) and Finance, Insurance and Real Estate industries (16.3%). Within the Services industry, Health and Social Services contributed 7.3% to the state's GSP in 2001, while Business Services made up 4.2%.

From 1990 to 2001, Missouri's GSP increased by 36.3% (1996 chained dollars). Several industries grew much faster than the state's average. The state's GSP from Wholesale Trade increased 80.9% from 1990 to 2001, while the Business Services and Communications industries grew by 79.5% and 73.3% respectively.

Gross State Product (millions of current dollars)							
Industry	1990	2001	% Share of 2001 GSP	1990 (Chained 96\$)	2001 (Chained 96\$)	1990-2001 Net Change	1990-2001 Percent Change
Total Gross State Product	104,803	181,493	--	122,766	167,370	44,604	36.3%
Private industries	92,341	159,925	88.1%	107,130	148,836	41,706	38.9%
Agriculture, forestry, and fishing	2,107	2,506	1.4%	2,295	3,023	728	31.7%
Farms	1,654	1,617	0.9%	1,749	2,293	544	31.1%
Ag. services, forestry, and fishing	454	889	0.5%	547	727	180	32.9%
Mining	378	459	0.3%	345	531	186	53.9%
Construction	4,333	9,619	5.3%	5,065	7,453	2,388	47.1%
Manufacturing	22,889	30,442	16.8%	25,837	30,208	4,371	16.9%
Durable goods	12,026	16,328	9.0%	13,109	17,830	4,721	36.0%
Nondurable goods	10,863	14,115	7.8%	12,772	12,603	-169	-1.3%
Transportation and public utilities	12,084	17,777	9.8%	12,721	16,959	4,238	33.3%
Transportation	5,054	7,541	4.2%	5,068	6,615	1,547	30.5%
Communications	3,894	6,401	3.5%	4,081	7,071	2,990	73.3%
Electric, gas, and sanitary services	3,136	3,835	2.1%	3,602	3,358	-244	-6.8%
Wholesale trade	7,691	13,287	7.3%	8,078	14,614	6,536	80.9%
Retail trade	9,653	17,536	9.7%	10,637	17,903	7,266	68.3%
Finance, insurance, and real estate	14,279	29,653	16.3%	18,059	26,220	8,161	45.2%
Services	18,927	38,646	21.3%	24,158	31,984	7,826	32.4%
Hotels and other lodging places	651	1,247	0.7%	776	925	149	19.2%
Personal services	804	1,285	0.7%	981	1,092	111	11.3%
Business services	3,045	7,660	4.2%	3,603	6,467	2,864	79.5%
Auto repair, services, and parking	1,057	2,379	1.3%	1,302	2,091	789	60.6%
Miscellaneous repair services	278	445	0.2%	400	293	-107	-26.8%
Amusement and recreation services*	923	2,250	1.2%	1,126	1,786	660	58.6%
Health and social services	7,060	13,165	7.3%	9,464	11,103	1,639	17.3%
Legal services	1,244	2,380	1.3%	1,637	1,965	328	20.0%
Educational services	941	2,028	1.1%	1,198	1,598	400	33.4%
Membership organizations	821	1,382	0.8%	996	1,021	25	2.5%
Other Services and private households	2,102	4,426	2.4%	2,685	3,689	1,004	37.4%
Government	12,462	21,568	11.9%	15,699	18,531	2,832	18.0%

* Includes Motion pictures.

Source: U.S. Bureau of Economic Analysis

Industries may not sum to total due to rounding.

Although farms in Missouri made up slightly less than 1% of the state's total Gross State Product in 2001, agriculture is an important part of Missouri's economy. According to the state's Department of Agriculture, Missouri is second only to Texas in the total number of farms with 107,000. Missouri is the nation's 15th largest agricultural exporting state; top exports include soybeans, feed grains, wheat and cotton.

B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?

Missouri is in the process of developing a standardized state Employer Job Vacancy Survey to close the gap between traditional LMI and information about job openings. The purpose of the survey is to collect, compile, and disseminate statistically reliable data on current job vacancies. These data serve as demand side indicators of labor shortages at the state and local levels. Specifically, the Job Vacancy Survey will provide: a measure of employer demand for workers in local communities and an analysis of the benefits associated with such vacancies. This information, provided by over 6,000 Missouri employers, will help to give a better overall picture of the state economy or local labor market.

Other ways in which the state of Missouri intends include the insight and knowledge of private business is to conduct industry/employer focus groups. In these focus groups, private business will be asked a series of questions about their perceived labor issues and concerns over the next decade. Brainstorming sessions in these focus groups will also be conducted with regards to the different ways that the state government can be more responsive to employer needs and, in turn, develop a more efficient working relationship.

Short Term

As the short-term projection is one of the products that LMI is currently updating, the state is using the 2003-2005 projections. For this time period, the top growing industries in numeric terms in Missouri will be in: educational services, administrative support services, food/drinking places, credit intermediation and related activities, and state government (no education or hospitals).

Conversely, the most declining industries in numeric terms include: telecommunications, self-employed workers, apparel manufacturing, fabricated metal product manufacturing, and computer/electronic product manufacturing.

As the short-term projection is one of the products that LMI is currently updating, the state is using the 2003-2005 projections. For this time period, the top growing occupations in numeric terms in Missouri will be in: combined food preparation and services workers, retail sales workers, registered nurses, waiters and waitresses, and janitors and cleaners (except maids).

Conversely, the most declining occupations numerically include: farmers and ranchers, sewing machine operators, team assemblers, electrical and electronic equipment assemblers, and telecom equipment installers.

Long Term

As the long-term projection is one of the products that LMI is currently updating, the state is using the 2002-2012 projections. For this time period, the top growing industries in numeric terms in Missouri will be in: educational services, administrative support services, food/drinking places, ambulatory health care, and professional and scientific services.

Conversely, the most declining industries in numeric terms include: air transportation, apparel manufacturing, private households, rail transportation, and printing.

As the long-term projection is one of the products that LMI is currently updating, the state is using the 2002-2012 projections. For this time period, the top growing occupations in numeric terms in Missouri will be in: food service workers, retail sales workers, customer service representatives, registered nurses, and office clerks.

Conversely, the most declining occupations numerically include: order clerks, dishwashers, typists, secretaries, and insurance claims clerks.

- C. *In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*

Top 20 Growing Occupations (2002-2012) Postsecondary Vocational Training				
SOC	Occupation	2002 Employment	2012 Employment	Annual Openings
49-3023	Automotive Service Technicians & Mechanics	18,300	20,500	706
29-2061	Licensed Practical & Licensed Vocational Nurses	18,250	20,330	606
25-2011	Preschool Teachers, Except Special Educ.	11,090	13,620	386
39-5012	Hairdressers, Hairstylists, & Cosmetologists	12,670	12,450	244
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	6,290	7,090	242
29-2041	Emergency Medical Technicians & Paramedics	5,330	6,610	190
43-6013	Medical Secretaries	6,640	7,220	185
39-9031	Fitness Trainers & Aerobics Instructors	3,510	4,410	171
43-6012	Legal Secretaries	4,190	4,950	157
31-9094	Medical Transcriptionists	2,480	3,060	103
29-9199	Health Professionals & Technicians, All Other	2,160	2,710	94
41-9022	Real Estate Sales Agents	3,680	3,880	92
17-3011	Architectural & Civil Drafters	2,480	2,660	88
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	2,430	2,680	78
39-3011	Gaming Dealers	2,160	2,240	76
13-2021	Appraisers & Assessors of Real Estate	1,560	1,920	70
29-2055	Surgical Technologists	1,610	2,060	66
49-3011	Aircraft Mechanics & Service Technicians	2,520	2,310	59
49-2094	Electrical & Electronics Repairers	1,770	1,960	58
49-2011	Computer, Automated Teller, & Office Machine Repairers	2,900	3,090	54

Source: MERIC, long-term occupational projections

Top 20 Growing Occupations (2002-2012) Associate's Degree				
SOC	Occupation	2002 Employment	2012 Employment	Annual Openings
29-1111	Registered Nurses	50,080	61,430	2182
15-1041	Computer Support Specialists	9,990	12,200	344
29-2071	Medical Records & Health Information Technicians	4,400	5,990	222
29-2012	Medical & Clinical Laboratory Technicians	4,230	4,810	172
29-2034	Radiologic Technologists & Technicians	3,820	4,650	154
29-1126	Respiratory Therapists	1,950	2,580	127
23-2011	Paralegals & Legal Assistants	3,220	4,130	117
29-2021	Dental Hygienists	2,040	3,000	113
17-3023	Electrical & Electronic Engineering Technicians	2,390	2,670	78
15-1099	Computer Specialists, All Other	1,980	2,480	72
31-2021	Physical Therapist Assistants	1,300	1,780	70
19-4099	Life, Physical, & Social Science Technicians, All Other	1,430	1,630	54
19-4031	Chemical Technicians	1,460	1,560	47
17-3099	Drafters, Engineering, & Mapping Technicians, All Other	1,320	1,440	44
49-9062	Medical Equipment Repairers	830	930	33
29-2032	Diagnostic Medical Sonographers	840	1,010	32
29-2056	Veterinary Technologists & Technicians	1,100	1,270	32
17-3026	Industrial Engineering Technicians	950	1,070	31
29-2031	Cardiovascular Technologists & Technicians	640	830	31
17-3022	Civil Engineering Technicians	1,000	1,090	30

Source: MERIC, long-term occupational projections

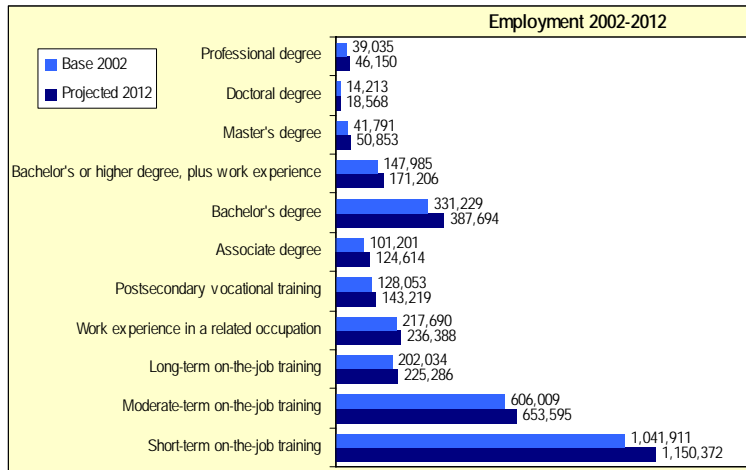
Top 20 Growing Occupations (2002-2012) Bachelor's Degree/ or higher plus work experience				
SOC	Occupation	2002 Employment	2012 Employment	Annual Openings
11-1021	General & Operations Managers	45,630	52,060	1504
25-2021	Elementary School Teachers, Except Special Educ.	33,700	38,620	1236
25-2031	Secondary School Teachers, Except Special & Vocational Educ.	24,610	28,900	1122
13-2011	Accountants & Auditors	21,590	24,170	666
11-1011	Chief Executives	16,370	18,700	542
13-1199	Business Operations Specialists, All Other	14,910	17,560	519
41-3021	Insurance Sales Agents	16,140	16,900	462
25-2022	Middle School Teachers, Except Special & Vocational Educ.	14,870	16,120	453
15-1051	Computer Systems Analysts	10,250	12,710	362
11-3031	Financial Managers	12,080	13,940	359
11-2022	Sales Managers	7,910	9,780	333
15-1021	Computer Programmers	11,870	12,350	328
11-3021	Computer & Information Systems Managers	5,940	7,670	281
15-1031	Computer Software Engineers, Applications	6,570	8,650	273
25-2041	Special Educ. Teachers, Preschool & Elementary School	5,150	6,610	268
39-9032	Recreation Workers	6,100	7,290	259
25-3999	Teachers, Primary, Secondary, & Adult, All Other	5,090	7,020	255
11-9021	Construction Managers	7,350	8,470	245
11-9111	Medical & Health Services Managers	5,420	6,800	244
15-1081	Network Systems & Data Communications Analysts	4,120	6,010	238

Source: MERIC, long-term occupational projections

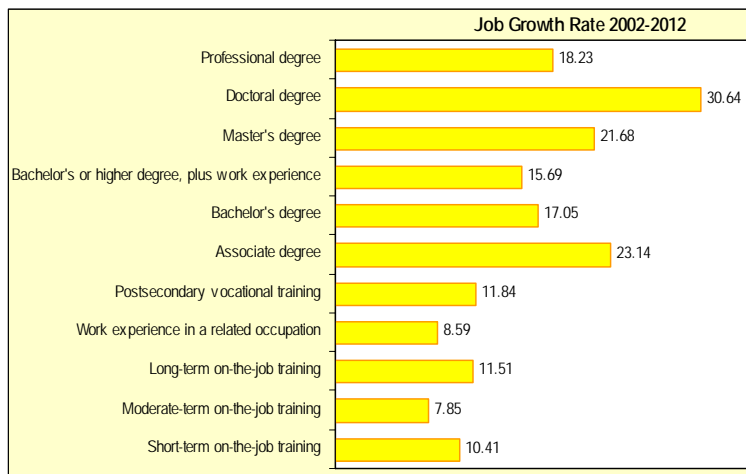
Top 20 Growing Occupations (2002-2012) Master's, Doctoral, or First Professional Degree				
SOC	Occupation	2002 Employment	2012 Employment	Annual Openings
23-1011	Lawyers	11,750	13,810	357
29-1051	Pharmacists	4,840	6,190	229
21-2011	Clergy	5,940	6,780	206
21-1012	Educ.al, Vocational, & School Counselors	4,660	5,190	160
21-1015	Rehabilitation Counselors	3,490	3,900	121
25-4021	Librarians	3,700	4,000	118
29-1123	Physical Therapists	2,930	3,740	109
29-1062	Family & General Practitioners	3,330	3,940	106
21-1023	Mental Health & Substance Abuse Social Workers	2,230	2,890	105
25-1011	Business Teachers, Postsecondary	1,830	2,440	102
29-1127	Speech-Language Pathologists	1,860	2,320	93
25-1199	Postsecondary Teachers, All Other	1,580	2,050	82
19-3031	Clinical, Counseling, & School Psychologists	1,750	2,150	78
25-1121	Art, Drama, & Music Teachers, Postsecondary	1,270	1,710	73
19-3021	Market Research Analysts	1,910	2,110	69
29-1020	Dentists	2,790	3,000	68
21-1011	Substance Abuse & Behavioral Disorder Counselors	1,240	1,610	65
25-1123	English Language & Literature Teachers, Postsecondary	1,180	1,560	65
25-1072	Nursing Instructors & Teachers, Postsecondary	1,180	1,520	61
21-1014	Mental Health Counselors	1,060	1,420	60

Source: MERIC, long-term occupational projections

Over 60 percent of workers in Missouri are employed in occupations that typically, but not exclusively, require on-the-job training. The majority of this training can be acquired in a moderate (less than 12 months) or short (less than one month) period of time. However, most jobs having this level of training are expected to grow by less than ten percent over the next decade.



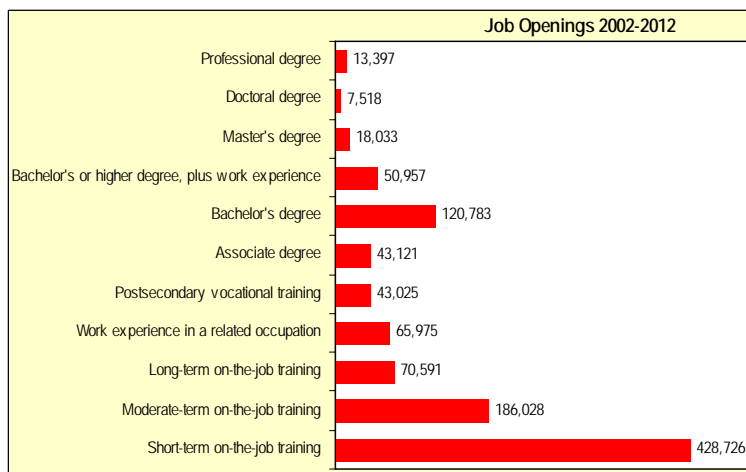
By contrast, nearly 20 percent of jobs typically require skills obtained through a bachelor's degree or higher - with most workers typically having a bachelor's degree and some experience. Most of these jobs are expected to grow by over 20 percent during the next decade. In particular, skills gained through doctoral, associate's, and master's degrees are expected to grow the fastest.



Over the next ten years, Missouri's economy will need to fill over one million job openings due to growth or replacements. Of these total openings, over 600,000 will need some sort of on-the-job training, most of which can be acquired in a moderate or short period of time (generally less than 12 months).

Job openings will also place new demands on higher education over the next decade:

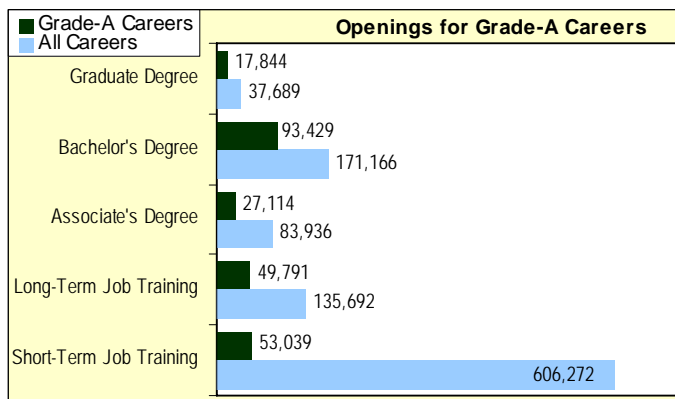
- 80,000 openings will need skills typically obtained through an associate's or post-secondary vocational degree.
- 170,000 openings will need skills typically gained by earning a bachelor's degree.
- 38,000 openings will typically need a graduate degree to obtain employment.



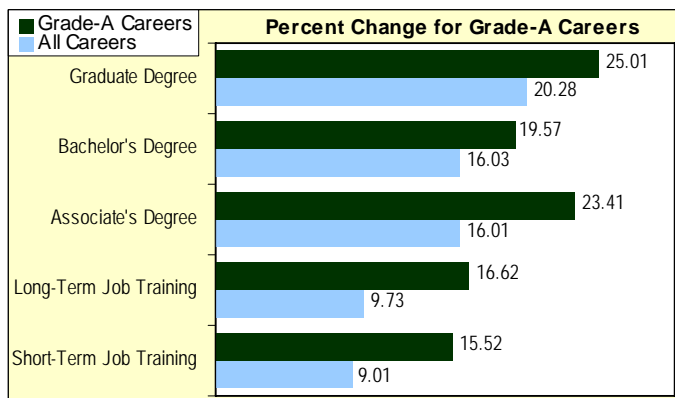
D. What jobs/occupations are most critical to the state's economy?

Critical jobs to Missouri's economy are ascertained by a grading system based on (a) job openings, (b) percent growth, and (c) average wages. Grade-A jobs are ones critical to the state economy. Grade-A Careers had a base employment of 636,514 in 2002, accounting for 22.2% of all employment statewide. They paid average annual wages of \$52,083 in 2002, much higher than the average state wage of \$33,327. Between 2002-2012 there is expected to be 241,217 Grade-A job openings, accounting for 23.3% of all openings statewide. Grade-A jobs are expected to grow by 18.8% percent between 2002-2012, faster than the state growth rate of 11.2%.

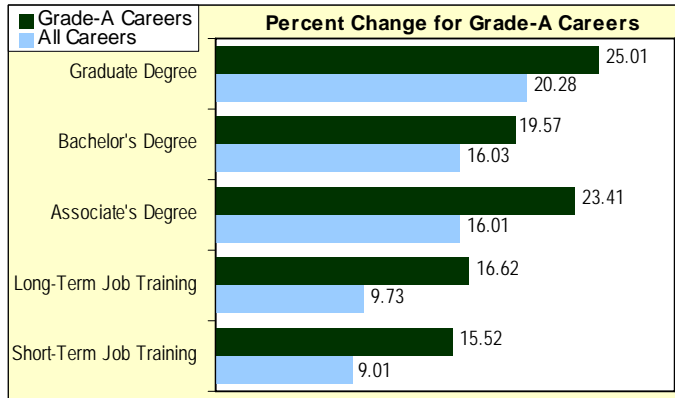
Most Grade-A Careers will require higher education, particularly a college degree. Of all Grade-A career openings, 39% will require a bachelor's degree, 11% an associate's or vocational degree, and 7% a graduate degree. However, 21% will require long-term on-the-job training and 22% will require short-term training.



Grade-A Careers will grow faster than the state average for similar trained careers. Grade-A careers that will grow by 20% or more through 2012 will require a graduate degree, an associate's or vocational degree, or a bachelor's degree. All Grade-A careers will grow faster than the average for similar trained careers.



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Career Grade	SOC	Occupation	Job Openings	Percent Growth	Average Wage	Education and Experience Typically Required	Pct BA/BS or Higher
A+	29-1111	Registered Nurses	21,823	22.65	\$44,830	Associate degree	58.09
A+	13-1199	Business Operations Specialists, All Other	5,192	17.80	\$50,420	Bachelor's degree	55.70
A+	15-1051	Computer Systems Analysts	3,619	24.01	\$58,720	Bachelor's degree	62.44
A+	11-2022	Sales Managers	3,329	23.63	\$78,930	Bachelor's or higher degree, plus work experie	67.16
A+	11-3021	Computer and Information Systems Managers	2,808	29.13	\$76,770	Bachelor's or higher degree, plus work experie	70.37
A+	15-1031	Computer Software Engineers, Applications	2,731	31.67	\$68,320	Bachelor's degree	80.70
A+	11-9111	Medical and Health Services Managers	2,437	25.48	\$65,330	Bachelor's or higher degree, plus work experie	61.02
A+	15-1081	Network Systems and Data Communications Analysts	2,377	45.94	\$59,300	Bachelor's degree	57.55
A+	29-1051	Pharmacists	2,287	27.83	\$73,100	First professional degree	94.84
A	47-2111	Electricians	4,571	18.70	\$48,980	Long-term on-the-job training	6.14
A	47-2073	Operating Engineers and Other Construction Equipment Operators	3,608	15.16	\$39,100	Moderate-term on-the-job training	2.38
A	47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Work	3,598	16.76	\$50,040	Work experience in a related occupation	10.13
A	11-3031	Financial Managers	3,589	15.37	\$70,670	Bachelor's or higher degree, plus work experie	61.30
A	23-1011	Lawyers	3,570	17.53	\$108,770	First professional degree	97.77
A	15-1041	Computer Support Specialists	3,438	22.12	\$40,430	Associate degree	41.77
A	33-2011	Fire Fighters	3,414	25.83	\$46,510	Long-term on-the-job training	16.31
A	11-9021	Construction Managers	2,447	15.15	\$62,520	Bachelor's degree	28.01
A	13-2072	Loan Officers	2,345	20.29	\$49,230	Bachelor's degree	50.28
A-	11-1021	General and Operations Managers	15,036	14.09	\$72,450	Bachelor's or higher degree, plus work experie	48.35
A-	53-3032	Truck Drivers, Heavy and Tractor-Trailer	14,745	16.42	\$36,170	Moderate-term on-the-job training	4.92
A-	25-2031	Secondary School Teachers, Except Special and Vocational Education	11,218	17.44	\$35,770	Bachelor's degree	94.91
A-	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and S	10,435	13.58	\$47,490	Moderate-term on-the-job training	48.52
A-	49-9042	Maintenance and Repair Workers, General	9,069	14.89	\$30,850	Moderate-term on-the-job training	8.52
A-	47-2031	Carpenters	8,258	11.90	\$41,070	Long-term on-the-job training	5.13
A-	13-2011	Accountants and Auditors	6,661	11.98	\$47,660	Bachelor's degree	73.61
A-	33-3051	Police and Sheriff's Patrol Officers	6,371	29.42	\$29,690	Long-term on-the-job training	27.77
A-	11-1011	Chief Executives	5,417	14.22	\$122,350	Bachelor's or higher degree, plus work experie	62.77
A-	51-1011	First-Line Supervisors/Managers of Production and Operating Workers	4,877	9.94	\$41,710	Work experience in a related occupation	12.50
A-	47-2061	Construction Laborers	4,842	15.21	\$34,240	Moderate-term on-the-job training	4.83
A-	49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	3,922	13.48	\$47,000	Work experience in a related occupation	12.13
A-	47-2152	Plumbers, Pipefitters, and Steamfitters	3,587	13.71	\$46,880	Long-term on-the-job training	4.16
A-	41-9099	Sales and Related Workers, All Other	3,401	17.77	\$37,400	Moderate-term on-the-job training	47.06
A-	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientifi	3,296	14.59	\$58,710	Moderate-term on-the-job training	48.52
A-	25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	2,682	28.22	\$33,930	Bachelor's degree	90.22
A-	15-1071	Network and Computer Systems Administrators	2,199	30.17	\$52,660	Bachelor's degree	50.17
A-	11-9032	Education Administrators, Elementary and Secondary School	2,111	20.32	\$67,010	Bachelor's or higher degree, plus work experie	73.53
A-	27-2022	Coaches and Scouts	2,043	17.85	\$38,890	Long-term on-the-job training	59.74
A-	47-2211	Sheet Metal Workers	1,937	15.28	\$42,560	Moderate-term on-the-job training	1.77
A-	13-2052	Personal Financial Advisors	1,897	52.02	\$58,450	Bachelor's degree	81.81
A-	13-1051	Cost Estimators	1,712	16.39	\$49,890	Work experience in a related occupation	28.81
A-	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,665	25.65	\$39,340	Long-term on-the-job training	3.62
A-	13-1073	Training and Development Specialists	1,584	20.00	\$43,160	Bachelor's degree	55.70
A-	25-1071	Health Specialties Teachers, Postsecondary	ND	ND	ND	Master's degree	89.76
A-	29-2011	Medical and Clinical Laboratory Technologists	1,509	16.40	\$41,320	Bachelor's degree	49.73
A-	15-1032	Computer Software Engineers, Systems Software	1,505	35.93	\$66,890	Bachelor's degree	80.70

Career Grade	SOC	Occupation	Job Openings	Percent Growth	Average Wage	Education and Experience Typically Required	Pct BA/BS or Higher
A-	41-3031	Securities, Commodities, and Financial Services Sales Agents	1,439	15.71	\$65,210	Bachelor's degree	67.09
A-	27-2042	Musicians and Singers	1,310	17.23	\$48,620	Long-term on-the-job training	52.90
A-	47-2081	Drywall and Ceiling Tile Installers	1,165	21.65	\$41,550	Moderate-term on-the-job training	2.33
A-	27-3031	Public Relations Specialists	1,151	26.34	\$40,000	Bachelor's degree	77.83
A-	29-2021	Dental Hygienists	1,131	46.89	\$55,200	Associate degree	32.12
A-	29-1123	Physical Therapists	1,093	27.43	\$53,400	Master's degree	91.43
A-	47-2221	Structural Iron and Steel Workers	1,075	16.95	\$45,150	Long-term on-the-job training	1.30
A-	33-1012	First-Line Supervisors/Managers of Police and Detectives	1,068	17.86	\$48,210	Work experience in a related occupation	28.43
A-	29-1062	Family and General Practitioners	1,059	18.45	\$131,910	First professional degree	96.89
A-	25-1011	Business Teachers, Postsecondary	1,016	32.84	\$53,520	Master's degree	89.76
A-	15-1061	Database Administrators	949	35.27	\$56,550	Bachelor's degree	67.14
A-	21-2021	Directors, Religious Activities and Education	944	23.17	\$50,210	Bachelor's degree	56.97
A-	13-1072	Compensation, Benefits, and Job Analysis Specialists	926	24.77	\$43,060	Bachelor's degree	55.70
A-	29-1127	Speech-Language Pathologists	925	24.93	\$49,340	Master's degree	96.96
A-	33-1021	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	919	24.31	\$53,940	Work experience in a related occupation	25.04
A-	33-3021	Detectives and Criminal Investigators	901	22.20	\$43,400	Work experience in a related occupation	55.58
A-	17-1011	Architects, Except Landscape and Naval	881	24.35	\$60,250	Bachelor's degree	87.23
A-	13-2051	Financial Analysts	848	16.07	\$61,390	Bachelor's degree	78.23
A-	25-1199	Postsecondary Teachers, All Other	821	29.35	\$48,370	Doctoral degree	89.76
A-	11-9033	Education Administrators, Postsecondary	783	19.75	\$71,400	Bachelor's or higher degree, plus work experie	73.53
A-	19-3031	Clinical, Counseling, and School Psychologists	779	22.59	\$57,410	Doctoral degree	99.39
A-	29-1122	Occupational Therapists	776	29.94	\$51,010	Bachelor's degree	86.10
A-	29-1199	Health Diagnosing and Treating Practitioners, All Other	773	17.77	\$58,570	Bachelor's degree	83.26
A-	11-2011	Advertising and Promotions Managers	766	17.14	\$60,010	Bachelor's or higher degree, plus work experie	69.86
A-	25-1121	Art, Drama, and Music Teachers, Postsecondary	725	34.52	\$44,200	Master's degree	89.76
A-	15-1099	Computer Specialists, All Other	722	25.05	\$56,940	Associate degree	62.44
A-	25-1123	English Language and Literature Teachers, Postsecondary	645	32.01	\$46,290	Master's degree	89.76
A-	25-1072	Nursing Instructors and Teachers, Postsecondary	611	29.26	\$46,250	Doctoral degree	89.76
A-	25-1022	Mathematical Science Teachers, Postsecondary	602	31.33	\$48,170	Master's degree	89.76
A-	25-1021	Computer Science Teachers, Postsecondary	594	31.93	\$44,150	Master's degree	89.76
A-	47-2082	Tapers	541	21.42	\$47,290	Moderate-term on-the-job training	2.33
A-	25-9031	Instructional Coordinators	527	19.95	\$45,400	Master's degree	84.63
A-	19-1042	Medical Scientists, Except Epidemiologists	ND	ND	ND	Doctoral degree	97.68
A-	25-1081	Education Teachers, Postsecondary	505	32.25	\$43,520	Doctoral degree	89.76
A-	11-2031	Public Relations Managers	500	16.75	\$61,970	Bachelor's or higher degree, plus work experie	70.56
A-	47-4011	Construction and Building Inspectors	500	17.84	\$39,790	Work experience in a related occupation	22.44

Missouri's 30 largest occupations, in terms of employment size, account for about 41 percent of total employment in Missouri. Almost two-thirds of the studied occupations pay less than the overall average wage (for all occupations) in Missouri of \$15.85 per hour. The average wage for the 28 occupations that have standard working schedules is \$12.66 per hour in Missouri. The top 30 occupations in Missouri represent 13 of the 22 major occupational groups in the Standard Occupational Classification (SOC) system. These occupations pay wages ranging from \$7.13 per hour for food preparation workers to \$34.83 per hour for general and operations managers. The level of education and training required also varies from Short-term on-the-job training for several occupations (waiters and waitresses, cashiers, etc.) to a Bachelor's degree or more (general and operations managers, elementary teachers, and secondary teachers). All but one of the occupations on this year's list appeared on the last report.

One new occupation, accountants & auditors, entered the list at number 27. Security guards, number 26 fell off this year's top 30 list.

Table 1

SOC CODE	OCCUPATIONAL TITLE	EMPLOYMENT	AVERAGE WAGE	RANKING (PREVIOUS)
41-2031	Retail salespersons	80,520	\$10.10	1 (1)
43-9061	Office clerks, general	69,640	\$10.93	2 (3)
41-2011	Cashiers	68,410	\$7.52	3 (2)
35-3021	Combined food preparation and serving workers, including fast food	54,730	\$7.13	4 (4)
29-1111	Registered nurses	50,790	\$21.55	5 (7)
35-3031	Waiters and waitresses	45,340	\$7.27	6 (6)
11-1021	General and operations managers	44,830	\$34.83	7 (5)
43-4051	Customer service representatives	43,020	\$12.96	8 (10)
53-7062	Laborers and freight, stock, and material movers, hand	41,900	\$10.76	9 (11)
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	40,530	\$9.08	10 (9)
53-3032	Truck drivers, heavy and tractor-trailer	39,830	\$17.39	11 (8)
31-1012	Nursing aides, orderlies, and attendants	38,020	\$8.79	12 (12)
43-3031	Bookkeeping, accounting, and auditing clerks	33,700	\$12.60	13 (17)
51-2092	Team assemblers	33,080	\$12.84	14 (13)
25-2021	Elementary school teachers, except special education*	32,410	\$35.130	15 (18)
43-1011	First-line supervisors/managers of office and administrative support workers	30,230	\$18.05	16 (19)
41-1011	First-line supervisors/managers of retail sales workers	29,610	\$15.30	17 (14)
43-6014	Secretaries, except legal, medical, and executive	29,500	\$11.79	18 (15)
43-5081	Stock clerks and order fillers	29,460	\$10.20	19 (16)
49-9042	Maintenance and repair workers, general	25,770	\$14.83	20 (20)
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	24,950	\$22.83	21 (21)
25-2031	Secondary school teachers, except special and vocational education*	24,120	\$35.770	22 (22)
43-6011	Executive secretaries and administrative assistants	24,020	\$15.43	23 (23)
47-2031	Carpenters	21,890	\$19.74	24 (25)
37-2012	Maids and housekeeping cleaners	20,540	\$7.65	25 (24)
43-4171	Receptionists and information clerks	19,180	\$9.88	26 (27)
13-2011	Accountants and auditors	19,030	\$22.92	27 (NEW)
53-7064	Packers and packagers, hand	18,360	\$8.61	28 (29)
29-2061	Licensed practical and licensed vocational nurses	18,120	\$13.78	29 (28)
53-3033	Truck drivers, light or delivery services	17,730	\$12.63	30 (30)

*Occupations which do not work a standard 2,080 hour work year.

E. What are the skill needs for the available, critical and projected jobs?

Top Skills for Grade A Occupations	
Rank	Skill
1	Reading Comprehension
2	Active Listening
3	Speaking
4	Critical Thinking
5	Mathematics
6	Instructing
7	Coordination
8	Writing
9	Judgment & Decision Making
10	Equipment Selection
11	Troubleshooting
12	Time Management
13	Science
14	Active Learning
15	Operation & Control

Math-Intensive Occupations

According to 2000 estimates, there were 50,890 mathematics-intensive jobs in Missouri earning an annual mean wage of \$53,193 per job, which is much higher than the state average wage of \$30,812 per job. Nationally, there were 2.94 million mathematics-intensive jobs earning an annual mean wage of \$58,886 per job. Missouri employs 1.73% of this national total at 90.3% of the national mean annual wage, indicating lower labor costs for mathematics-intensive jobs.

In Missouri, mathematics-intensive occupations with the highest employment base were Accountants and Auditors (17,320 jobs at \$44,390 per job), Computer Software Engineers (5,950 jobs at \$65,182 per job), Computer Systems Engineers (3,700 jobs at \$64,743 per job), Aerospace Engineers (3,330 jobs at \$56,220 per job) and Civil Engineers (3,140 jobs at \$55,866 per job). Occupations with the largest percentage of national employment in Missouri were Agricultural Engineers (5.07% of national employment at 97.04% of national mean wages), Aerospace Engineers (4.65% of national employment at 81.43% of national mean wages) and Higher Education Engineering Teachers (3.64% of national employment at 100.62% of national mean wages). These occupations can be considered target occupations, since Missouri has a fair share of national employment and state wage rates are at or below the national mean annual wage - indicating lower labor costs, a possible competitive advantage.

OCCUPATION	MISSOURI				UNITED STATES			
	AVERAGE EMPL	ENTRY WAGE	MEAN WAGE	EXPERT WAGE	AVERAGE EMPL	ENTRY WAGE	MEAN WAGE	EXPERT WAGE
Accountants and Auditors	17,320	\$31,600	\$44,390	\$52,196	863,320	\$34,290	\$48,090	\$56,190
Computer Software Engineers	5,950	\$54,788	\$65,182	\$76,453	374,640	\$53,390	\$70,300	\$85,490
Computer Systems Engineers	3,700	\$50,863	\$64,743	\$77,387	264,610	\$54,460	\$70,890	\$86,520
Mechanical Engineers	3,070	\$44,185	\$55,829	\$66,852	207,300	\$47,600	\$60,860	\$72,850
Civil Engineers	3,140	\$45,026	\$55,866	\$66,527	207,080	\$45,150	\$58,380	\$69,470
Electrical Engineers	2,790	\$47,913	\$58,979	\$70,737	162,400	\$51,700	\$66,320	\$80,600
Financial Analysts	2,480	\$34,416	\$51,167	\$59,502	159,490	\$40,210	\$59,760	\$70,840
Electronics Engineers	1,430	\$47,496	\$58,222	\$68,897	123,690	\$52,430	\$66,490	\$79,960
Aerospace Engineers	3,330	\$45,449	\$56,220	\$66,402	71,550	\$56,410	\$69,040	\$82,570
Mechanical Drafters	980	\$29,609	\$36,615	\$43,620	69,620	\$30,010	\$40,330	\$48,250
Computer Hardware Engineers	850	\$45,826	\$61,129	\$74,186	63,680	\$52,960	\$70,100	\$86,280
Operations Research Analysts	690	\$34,306	\$50,844	\$65,837	59,820	\$40,530	\$57,700	\$70,790
Environmental and Health Scientists	730	\$31,597	\$37,865	\$41,951	54,860	\$34,570	\$48,090	\$58,490
Surveyors	530	\$28,547	\$40,530	\$50,173	52,750	\$26,480	\$39,060	\$49,030
Mathematical Science Teachers, High Educ	980	\$33,947	\$44,450	\$54,036	37,660	\$35,520	\$51,410	\$64,500
Engineering Teachers, Higher Educ	980	\$49,334	\$67,957	\$85,710	26,940	\$48,420	\$67,540	\$85,040
Geoscientists	160	\$32,523	\$41,562	\$49,330	21,810	\$43,320	\$62,420	\$77,180
Aerospace Engineering Technicians	340	\$38,677	\$45,315	\$52,550	19,850	\$40,220	\$49,920	\$57,320
Statisticians	330	\$35,772	\$46,381	\$56,915	17,520	\$37,160	\$54,630	\$69,220
Economists	390	\$42,525	\$85,186	\$145,606	13,680	\$47,370	\$69,800	\$87,890
Actuaries	210	\$54,555	\$80,045	\$104,563	12,890	\$47,260	\$72,470	\$93,140
Nuclear Engineers	170	\$61,099	\$69,029	\$80,823	12,610	\$67,590	\$78,770	\$89,310
Petroleum Engineers	10	\$48,603	\$75,565	\$71,985	10,250	\$60,610	\$79,910	\$100,210
Physicists	80	\$64,051	\$78,247	\$92,535	8,990	\$65,820	\$82,990	\$102,270
Hydrologists	50	\$43,267	\$57,058	\$68,580	7,240	\$43,740	\$57,490	\$68,500
Mining and Geological Engineers	60	\$38,181	\$47,819	\$55,715	6,690	\$47,320	\$64,390	\$78,720
Marine Engineers and Architects	20	\$51,288	\$62,537	\$79,811	4,680	\$46,430	\$61,500	\$76,620
Mathematicians	10	\$58,977	\$62,259	\$75,465	3,140	\$50,740	\$67,770	\$85,520
Agricultural Engineers	110	\$46,065	\$57,098	\$67,277	2,170	\$44,220	\$58,840	\$71,460
Mathematical Technicians	0	\$0	\$0	\$0	1,540	\$27,950	\$41,800	\$45,150
Astronomers	0	\$0	\$0	\$0	910	\$48,610	\$73,580	\$95,970

Science-Intensive Occupations

According to 2000 estimates, there were 53,350 science-intensive jobs in Missouri earning an annual mean wage of \$67,254 per job, which is much higher than the state average wage of \$30,812 per job. On average in Missouri, entry-level wages were \$56,036 per job and experienced-level wages were \$79,470 per job. In addition, workers in science-intensive occupations accounted for 1.99% of all employment and 4.33% of all wages earned statewide. Nationally, there were 2.89 million science-intensive jobs earning an annual mean wage of \$70,794 per job. Missouri employs 1.85% of this national total at 95.0% of the national mean annual wage, indicating lower labor costs for science-intensive jobs.

In Missouri, science-intensive occupations with the highest employment base were Computer Software Engineers (5,950 jobs at \$65,182 per job), Engineering Managers (4,600 jobs at \$75,615 per job), Pharmacists (4,600 jobs at \$66,836 per job), Computer Systems Engineers (3,700 jobs at \$64,743 per job) and Medical Laboratory Technologists (3,460 jobs at \$39,026 per job). Occupations with the largest percentage of national employment in Missouri were Obstetricians and Gynecologists (5.32% of national employment at 105.41% of national mean wages), Agricultural Engineers (5.07% of national employment at 97.04% of national mean wages), Aerospace Engineers (4.65% of national employment at 81.43% of national mean wages), Higher Education Physics Teachers (3.96% of national employment at 84.35% of national mean wages), Higher Education Chemistry Teachers (3.68% of national employment at 90.20% of national mean wages), Higher Education Engineering Teachers (3.64% of national employment at 100.62% of national mean wages), Higher Education Biological Science Teachers (3.60% of national employment at 71.50% of national mean wages) and Higher Education Agricultural Science Teachers (3.36% of national employment at 90.30% of national mean wages). These occupations can be considered target occupations, since Missouri has a fair share of national employment and state wage rates are at or below the national mean annual wage - indicating lower labor costs, a possible competitive advantage.

OCCUPATION	MISSOURI				UNITED STATES			
	AVERAGE EMPL.	ENTRY WAGE	MEAN WAGE	EXPERT WAGE	AVERAGE EMPL.	ENTRY WAGE	MEAN WAGE	EXPERT WAGE
Computer Software Engineers	5,950	\$54,788	\$65,182	\$76,453	374,640	\$53,390	\$70,300	\$85,490
Computer Systems Engineers	3,700	\$50,863	\$64,743	\$77,387	264,610	\$54,460	\$70,890	\$86,520
Engineering Managers	4,600	\$60,312	\$75,615	\$90,611	242,280	\$66,420	\$85,450	\$105,630
Pharmacists	4,600	\$60,963	\$66,836	\$78,275	212,660	\$61,860	\$69,440	\$81,690
Mechanical Engineers	3,070	\$44,185	\$55,829	\$66,852	207,300	\$47,600	\$60,860	\$72,850
Electrical Engineers	2,790	\$47,913	\$58,979	\$70,737	162,400	\$51,700	\$66,320	\$80,600
Medical Laboratory Technologists	3,460	\$34,297	\$39,026	\$43,688	144,530	\$34,220	\$41,260	\$47,460
Family and General Practitioners	2,610	\$91,523	\$113,680	\$145,616	132,620	\$88,260	\$107,780	\$145,600
Electronics Engineers, Except Computer	1,430	\$47,496	\$58,222	\$68,897	123,690	\$52,430	\$66,490	\$79,960
Chemists	1,390	\$37,807	\$50,833	\$63,804	82,320	\$37,480	\$54,280	\$68,240
Health Specialties Teachers, Higher Educ	1,270	\$38,596	\$51,537	\$57,734	78,680	\$41,430	\$67,140	\$87,720
Aerospace Engineers	3,330	\$45,449	\$56,220	\$66,402	71,550	\$56,410	\$69,040	\$82,570
Computer Hardware Engineers	850	\$45,826	\$61,129	\$74,186	63,680	\$52,960	\$70,100	\$86,280
Environmental Scientists and Specialists	730	\$31,597	\$37,865	\$41,951	54,860	\$34,570	\$48,090	\$58,490
Surveyors	530	\$28,547	\$40,530	\$50,173	52,750	\$26,480	\$39,060	\$49,030
Internists, General	1,420	\$118,357	\$124,386	\$145,607	50,450	\$111,890	\$123,180	\$145,600
Surgeons	1,110	\$145,605	\$143,567	\$145,619	48,770	\$145,600	\$137,400	\$145,600
Veterinarians	770	\$38,890	\$54,537	\$65,648	40,270	\$47,020	\$68,620	\$84,220
Natural Sciences Managers	920	\$51,810	\$70,004	\$85,846	38,870	\$56,320	\$78,850	\$100,760
Biological Science Teachers, Higher Educ	1,330	\$30,735	\$43,941	\$53,566	36,910	\$39,480	\$61,460	\$77,370
Medical Scientists, Except Epidemiologists	180	\$51,087	\$72,681	\$87,938	35,570	\$41,350	\$63,430	\$79,610
Chemical Engineers	760	\$51,371	\$64,177	\$75,464	31,530	\$53,440	\$67,160	\$80,840
Engineering Teachers, Higher Educ	980	\$49,334	\$67,957	\$85,710	26,940	\$48,420	\$67,540	\$85,040
Pediatricians, General	420	\$103,311	\$116,327	\$128,594	25,580	\$101,890	\$117,020	\$145,600
Environmental Science Technicians	200	\$24,907	\$33,361	\$41,087	24,630	\$26,000	\$35,830	\$43,950
Materials Engineers	250	\$37,699	\$53,976	\$75,282	24,430	\$47,320	\$60,420	\$72,900
Geologists	160	\$32,523	\$41,562	\$49,330	21,810	\$43,320	\$62,420	\$77,180
Agricultural and Food Scientists	230	\$44,763	\$57,270	\$67,614	21,050	\$40,720	\$54,680	\$66,370
Aerospace Engineering Technicians	340	\$38,677	\$45,315	\$52,550	19,850	\$40,220	\$49,920	\$57,320
Obstetricians and Gynecologists	970	\$145,603	\$140,675	\$145,615	18,240	\$141,730	\$133,450	\$145,600

F. *What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?*

The groups that stand to lose the most population from 2000 to 2015 are those that categorized themselves as "Non-Hispanic Other", aged 16-18, aged 19-25, and aged 26-45. The number of individuals that categorized themselves as "Hispanic/Latino All Other," aged 46-65, is projected to more than double by 2015.

Missouri's Hispanic population grew by a staggering 92.2% from 61,698 in 1990 to 118,592 in 2000. In contrast, Missouri's total population grew by 9.3% from just over 5.1 million in 1990 to slightly under 5.6 million in 2000.

Sullivan (2,164%), McDonald (1,577%), and Barry (1,027%) Counties reported enormous percent increases since 1990 in Hispanic population due to expanding employment opportunities. Jackson County reported the largest increase in persons - 16,272, an 86.1% increase; followed by St. Louis County with 4,766, a 48.6% increase; and Clay County with 3,055,

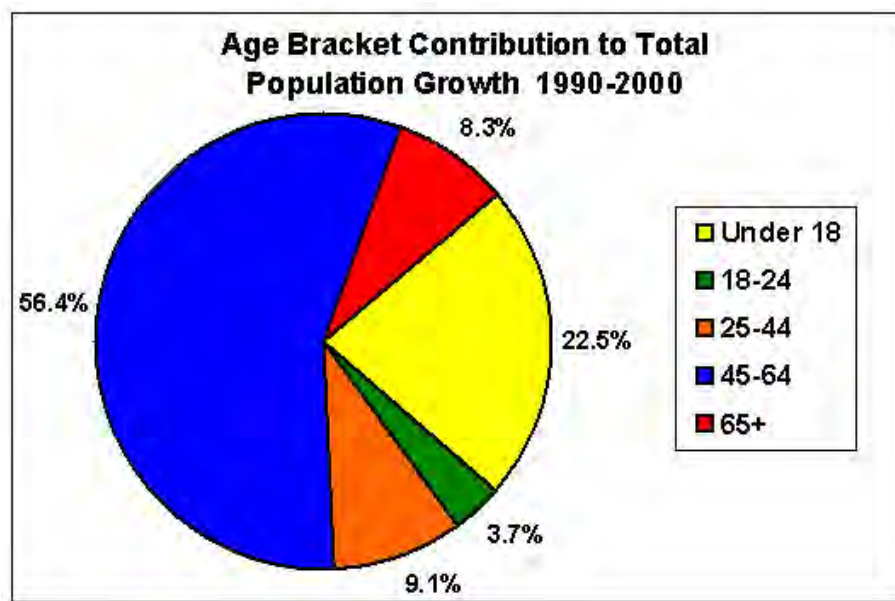
an 86.3% increase. Fifty-six of Missouri's counties reported percentage increases from 1990 of over 100%.

Not all of Missouri counties experienced positive growth in Hispanic populations. Atchison, DeKalb, Worth, Dade, and Bollinger Counties reported decreases in Hispanic populations. DeKalb County experienced the largest decline in the number of Hispanic persons, 75, a 37.5% decline. Atchison County experienced the largest percentage loss, a 58.7% decrease with the number of Hispanic persons decreasing by 61.

The Census Bureau admits that census race data for the 1990 and 2000 census are not directly comparable because individuals could only report one race in the 1990 census and could report multiple races in 2000. However, the differences between 1990 and 2000 for the Hispanic or Latino population were not affected because the Hispanic or Latino population may be of any race.

Contribution of Age Brackets to Total State Population

Of the 478,310-person increase in Missouri between 1990 and 2000, more than half (56.4 percent) was in the 45 to 64 year old age bracket. The Under 18 age bracket followed (22.5 percent). The smallest portion of the overall Missouri population increase was in the 18 to 24 age bracket (3.7 percent).

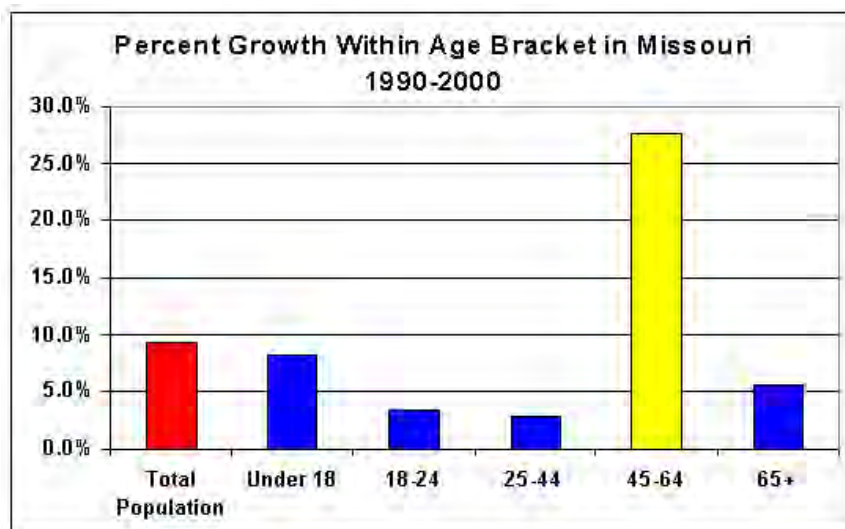


Growth Rate Within Age Brackets

Within the age brackets, and taken into account the total population, the 45 to 64 group had tremendous growth in the state from 1990. Overall growth for this age bracket in Missouri between 1990 and 2000 was 27.6 percent. This increase is not surprising as it contains the Baby Boomer generation. The Baby Boomer generation is defined as those born between 1946 and 1964. It is likely that the 45 to 64-age bracket will continue to grow in the next decade as the second half of the Baby Boomer generation reaches this age bracket.

The Under 18 age group had the second largest growth rate of 8.2 percent. This group includes the children, or even grandchildren, of the Baby Boomers.

However, the largest age category in Missouri in 1990 as well as 2000 continues to be the 25 to 44-age bracket. This group realized a modest 2.8 percent growth during the time period, the least of any age category. The pattern of growth within the age brackets suggests that by the next census, the 45 to 64-age bracket may become the largest age group in the state.



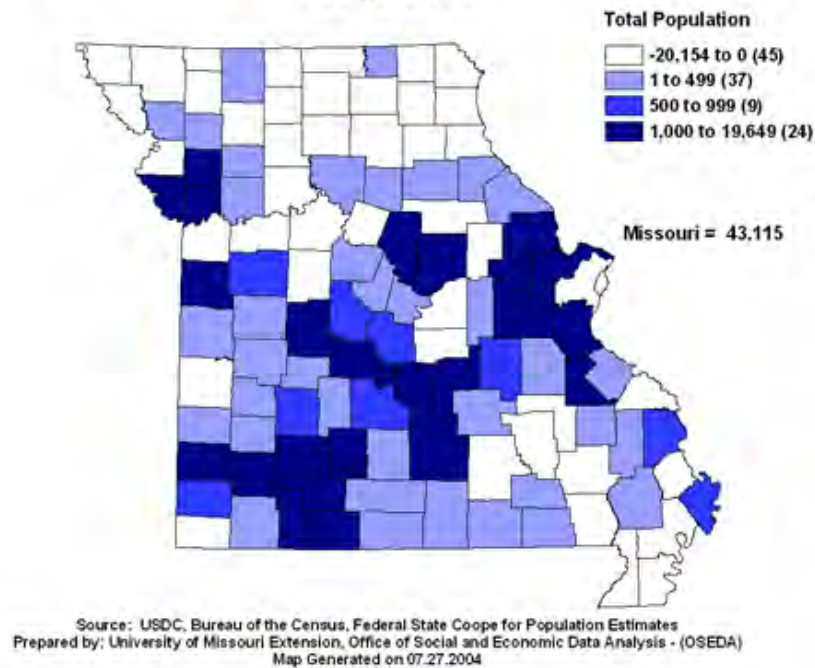
- G. *Is the state experiencing any “in migration” or “out migration” of workers that impact the labor pool?*

Although there were 70 counties that had a net in-migration from 2000-2003, only 24 of those counties had a net increase of more than 1,000 in-migrants during those three years. As indicated on the map, 12 of those counties are in the St. Louis (6), Kansas City (4), and Springfield (3) metropolitan areas. Of the remaining large in-migration counties two (Boone and Callaway) are in Central Missouri, five are in the Lake of Ozarks-Rolla area and four are in the Branson-Joplin area of Southwest

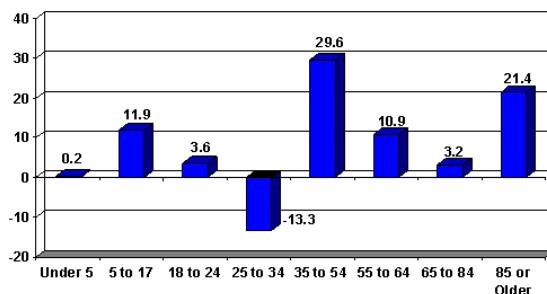
Missouri. It is misleading to view in-migration to the metro suburbs as population gain. That migration is largely a relocation of population within the metro area.

From 1990-2000 there were 99 of Missouri's counties had more people move into the county than move away. There was, however, a significant change from 2000-2003. As indicated on the map, there were 45 counties that had more people move away than move in from 2000-2003. The map shows that 25 of the 45 counties that had a net out-migration were north of the Missouri River. Twenty-two of those counties are linked together across the top three tiers of counties in rural north Missouri.

**Net Migration in Total Population in Missouri, by County
2000-2003**



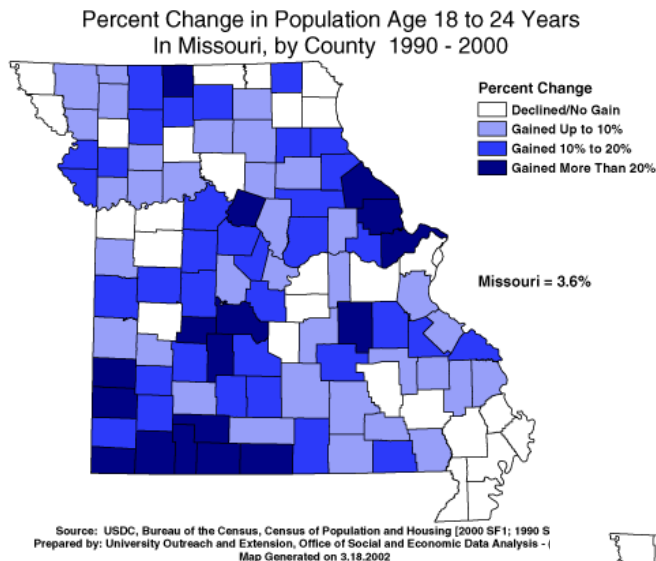
**Percent Change in Missouri Population by
Selected Age Cohorts, 1990-2000**



SOURCE: USDC, Bureau of the Census, Census of Population and Housing, Summary File 1 (2000), Summary Tape File 1 (1990)
Produced by: The Office of Social and Economic Data Analysis, UOE [E.J. Cleveland, Nov. 2001]

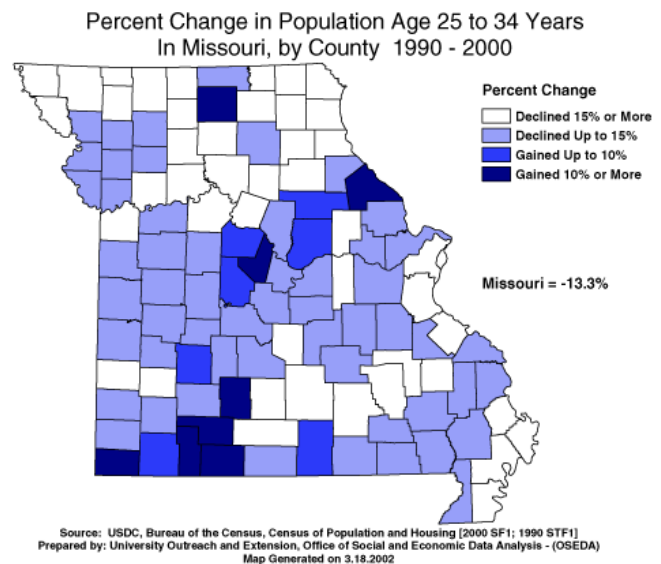
The population of Missourians aged 18-24 years increased by 3.6 percent from 1990 to 2000. However, the 25-34 year old population declined by 13.3 percent. However, that decline is an anomaly. Change in the size of the 25-34-age cohort during the 1990s is directly linked to the advancing age of the baby boom generation. The 1980 population of the Missouri 25-34 age cohort was 752,737. The population of that cohort increased to 852,042 by 1990 (an increase of 13.2

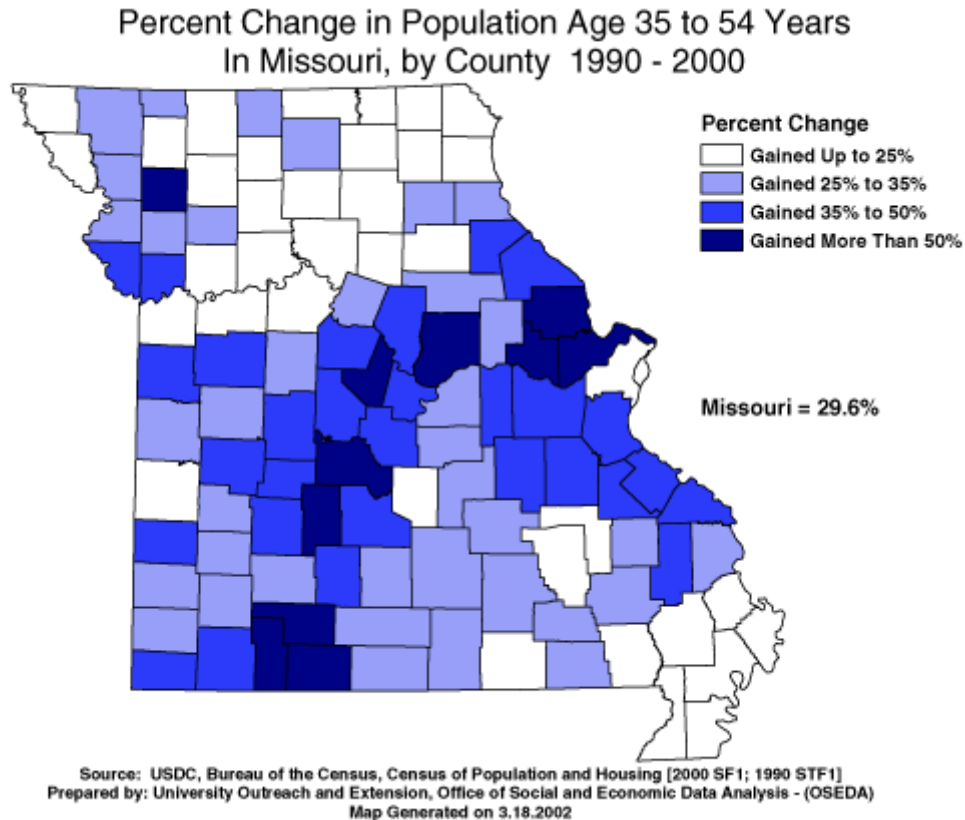
percent). That unusual rate of growth was primarily attributable to the baby boom generation reaching the 25-34 age group during the 1980s. Predictably the atypically large population of the 25-34 cohort in 1990 declined to 738,733 by 2000 as most of the 25-34 year olds of 1990 advanced to the 35-44-age cohort by 2000. Thus it was the growth in the 25-34 population during the 1980s that was unusual. The 2000 population in that cohort (738,733) returned to nearly the same number as 1980 (752,737).



Missouri County had an increase of 35-54 population during the 1990s. There were only three counties in which the increase was less than 10 percent (Atchison 7.2 percent; Mississippi 7.3 percent and Pemiscot 9.8 percent). The map also shows that 12 counties had an increase in the size of that cohort of greater than 50 percent. The greatest increases occurred in Christian County (88.0 percent) and neighboring Taney County (85.8 percent). DeKalb County (69.5 percent) had the third greatest percentage increase largely because of a state prison located there.

The population of Missouri's 35-54 age cohort increased from 1,258,000 in 1990 to 1,630,000 in 2000 - an increase of 372,000. It was the baby boom generation who was responsible for increasing the size of that age cohort by 29.6 percent. In 1990, the 35-54 age cohort accounted for 24.5 percent of Missouri's total population; in 2000 that age cohort accounted for 29.1 percent of total population. As indicated on the last map, every





- H. *Based on an analysis of both the projected demand for skills and the available and the projected labor pool, what skill gaps is the state experiencing today and what skill gaps are projected over the next decade?*

The state is currently unable to answer this question. However, plans are being made so this question can be answered in the very near future. Missouri will implement the Skills-Based Employment Projections Module into the state's long and short term projections this summer. The new system will integrate short- and/or long-term MicroMatrix forecasts with the DOL's Occupational Information Network (O*NET) data using three components of the O*NET content model: knowledge, skills, and generalized work activities. From this system, Missouri will be able to estimate projected demand for skills.

Previous studies done by MERIC have identified several high-skill and high-growth occupations.

Missouri's top emerging occupations were:

- Systems Analysts
- Computer Engineers
- Securities/Commodities/Finance Services Agents
- Engineering/Natural Science/Computer/Information Systems Managers

Essential skills for Missouri's emerging occupations were:

- Critical Thinking
- Active Learning
- Reading Comprehension
- Writing
- Science
- Speaking

Essential knowledge domains for Missouri's emerging occupations were:

- Computers and Electronics
- Administration and Management
- Mathematics
- Economics and Accounting

Finally, the state has implemented the Missouri Regional Skills Gap Initiative (discussed in detail in Section I, C). Through this initiative, local WIBs are performing an analysis of the skills that local employers need and identify ways to ensure that workers are then trained to these skill levels to meet the needs of these employers.

Essential Skills for Emerging Occupations

Skills of high importance and high proficiency required for the occupation.
Threshold is 1.0 or more standard deviations above the mean.

SKILLS	EMERGING OCCUPATIONS											
	Systems Analysts	Computer Engineers	Securities/Comdts/ Finance Serv Agents	Engr/Nat Sci/ Computer/Info Systems Mngs	Computer Scientists, NEC	Speech Pathologts/Audiologists	Database Administrators	Dental Hygienists	Physician Assistants	Financial Analysts, Statistical	Sheet Metal Duct Installers	Health Diagnostics Teachers, Postsecondary
Active Learning		X	X	X	X	X			X	X		X
Critical Thinking		X	X	X	X	X			X	X		X
Reading Comprehension	X		X	X		X	X		X	X		X
Writing	X		X	X	X	X						X
Learning Strategies			X		X	X						X
Mathematics		X	X				X			X		
Science		X			X	X		X	X			X
Active Listening			X			X			X			X
Speaking			X	X		X			X			X
Monitoring			X	X								X

Critical Skills for Emerging Occupations

Skills of high importance and high proficiency required for the occupation.
Threshold is 1.75 or more standard deviations above the mean.

SKILLS	EMERGING OCCUPATIONS											
	Systems Analysts	Computer Engineers	Securities/Comdts/ Finance Serv Agents	Engr/Nat Sci/Computer/Info Systems Mgrs	Computer Scientists, NEC	Speech Pathologts/Audiologists	Database Administrators	Dental Hygienists	Physician Assistants	Financial Analysts, Statistical	Sheet Metal Duct Installers	Health Diagnostics Teachers, Postsecondary
Active Learning			X			X						X
Critical Thinking												
Reading Comprehension										X		X
Writing												X
Learning Strategies						X						
Mathematics		X								X		
Science		X										X
Active Listening												
Speaking												
Monitoring												

Source: Analysis of Occupational Employment Statistics and O*NET by MERIC, MO Department of Economic Development.

I. Based on an analysis of the economy and the labor market, what workforce development issues has the state identified?

“We need to do what is necessary to improve the regulatory and tax environment in Missouri and make our state more hospitable to businesses both large and small.”

~Governor Matt Blunt

The State of Missouri’s vision for economic development to grow the state’s economy is to: (1) improve Missouri’s business and entrepreneurial climate, (2) create high-quality, high-paying and family-supporting jobs, (3) strengthen public/private partnerships to make the state’s communities more attractive, and (4) increase the state’s overall competitive advantage in the global marketplace.

“The best way to bring new jobs to the state and to keep the jobs that we have is to create a hospitable business environment by enacting regulatory and litigation reform.”

~Governor Matt Blunt

J. What workforce development issues have the state prioritized as being most critical to its economic health and growth?

The 2005 economic development legislative agenda for Missouri is reflective of the state's priorities to ensure economic health and growth. First, the *Missouri Quality Jobs Act* targets three types of businesses – small and expanding businesses, high impact businesses, and technology businesses. Firms are given credit for all withholding taxes in exchange for creating jobs that offer good health insurance benefits and pay above average wages. Second, *tort reform* would set limits on court venues, limit punitive damages, reduce pain and suffering damages, limit non-economic damages, and share liability for actual damages. Third, *worker's compensation reform* would award compensation only if a workplace accident was a prevailing factor in causing the condition, it would hold law judges accountable for impartiality, and compensation could be reduced if injured workers violated safety rules or used drugs/alcohol at the time of the accident. Lastly, other initiatives for 2005 include: (a) combining Missouri's Tax Increment Financing (TIF) and Missouri Downtown Economic Stimulus Act (MODESA) incentives, (b) allowing local voters to authorize a voter-approved county or city economic development sales tax, (c) enhancing the skills of Missouri's workforce, and (d) help existing businesses grow and expand.

V. OVERARCHING STATE STRATEGIES

- A. *Identify how the state will use WIA Title I funds to leverage other federal, state, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees and individuals in the statewide workforce investment system? (s112(b)(10))*

In 1999, the Division of Workforce Development was formed. This provided the leveraging of major employment and training resources, with the consolidation of Wagner-Peyser labor exchange services and WIA Title 1 funds. The agency was brought under the Department of Economic Development, resulting in a full integration of workforce and economic development services. This has assisted the workforce system greatly by coordinating with the department's economic expansion and business-related functions. Since Division's inception, processes have been streamlined, communication methods have been strengthened, resulting in improved participation in business outreach.

In 2003, Missouri consolidated workforce development and supportive activities to improve employment outcomes, customer access and training opportunities for public assistance recipients. Faced with limited resources and a growing interest in improving employment and training outcomes for Temporary Assistance for Needy Families (TANF), Missouri Employment and Training Program (METP) and Parents' Fair

Share (PFS) participants, a fundamental change in service delivery was proposed. By consolidating the targeted resources, Missouri is eliminating duplication, increasing efficiency and improving employment outcomes for greater numbers of CAP, METP and PFS participants.

Working closely with the Department of Social Services and the Department of Corrections, the Division continues to find ways to maximize these funds without duplicating the services provided in other organizations. This collaborative effort has assisted greatly in the state's case management activities, resulting in an increase in dual enrollments.

Another agency with which the state is collaborating with is the Department of Corrections' Missouri Re-Entry Process (MRP), the federal re-entry process in Missouri. When an offender is within six months of their release date, the Division staff meet with the offender to assist with their employment and training needs. The program's goal is to provide the services needed so that once released, an offender has job opportunities and the skills needed to keep a job and become self-sufficient, thereby reducing the risk of recidivism. Staff is now in the process of training Department of Corrections' case managers to utilize Toolbox, the Division's case management system, so that all activities involving the ex-offender are recorded in one system. This helps maximize funds, making sure that all services offered to the ex-offender are recorded and not duplicated by another agency.

Missouri will continue to use WIA funds to leverage other state and federal funds and expand the system's capacity to function as the means of delivering employment and training services to job seekers and businesses within the Missouri Career Centers. Employees have also seen the positive effects of the leveraging of additional resources and they have been empowered through this integration. Cross-training has greatly improved the utilization of their time spent with job seekers and businesses. The Division has become more proactive in its approach to time management, wanting to ensure that the business customer has the Division's full attention in order to remain competitive in seeking job orders for its job seekers.

The Department of Economic Development leverages additional funds with the operation of the state board. Funded through WIA, the state board has the opportunity to maximize the resources that are channeled through the public workforce investment system.

The state board takes the lead for the State of Missouri in ensuring that WIA Title I funds are maximized to the fullest extent of the law. MTEC also continues to work with one-stop partner agencies in how their agencies can absorb more equitable costs associated with this delivery of

services traditionally provided through their respective systems. These arrangements continue to be negotiated annually between partner agencies and local workforce investment boards, and incorporated into Memoranda of Understanding (MOUs).

The Division also has the opportunity to expand the participation of business, employees and individuals in the system through the annual Governor's Conference on Workforce Development. Held in the fall of each year, this conference traditionally brings together all partners in an environment to share innovative and educational opportunities that will meet the future needs of the state's customers.

- B. What strategies are in place to address the national strategic direction (discussed in Part I of the State Plan Guidance), the Governor's priorities and the workforce development issues identified through the analysis of the state's economy and labor market? (ss112(b)(4)(D) and 112(a))*

The vision for the Division of Workforce Development is "A skilled workforce for today's jobs and tomorrow's careers". Through the Division's FY 2005 Strategic Plan, strategies have been developed to identify issues and solutions related to the state's economy and labor market. The following objectives address the national direction:

Implementation of a demand-driven workforce system:

One of the performance objectives in the Division's strategic plan is to increase employer market share, in particular, with high tech, high-skill industries. The strategies that are addressing this goal are: 1) increased participation in the Strategic Alliance initiative with staffing agencies and educational institutions that provide training in high-skill and high growth industries (the Division's Strategic Alliance initiative developed partnerships with college placement agencies to encourage enrollment of college student/graduates into GreatHires.org and staffing services, encouraging use of GreatHires.org and the one-stop center services as a value-added service for their businesses and workforce clients); 2) enhance the State of Missouri's workforce case management system (Toolbox), with on-line market penetration reports to include business management functionality; 3) continue the implementation of the local Business Outreach and Services Plans; and 4) support local skills gap analysis projects. These strategies are being implemented during program year 2004 and will aid the Division in assisting those businesses that have high-growth, high-demand jobs available for job seekers.

The Division has also collaborated with various private sector companies to develop career ladders for workers. The initial emphasis has been on biotech, healthcare, and information technology industries. The

partnership with private sector organizations has been critical in helping the state identify the specific technical skills needed by businesses. In addition, career pathways have been designed for CAP clients as a result of the partnerships that have emerged between the state, private businesses, and educational institutions. The state also is working with Southeast Missouri State University to develop an entrepreneurship program for CAP clients. This initiative provides entrepreneurial/business management training, creating a unique approach to economic development through self-employment and job creation.

The Division continues to receive feedback from business and market research to make sure clients are being trained for in-demand and high growth occupations. The Division's is to enhance the delivery of workforce services to improve career opportunities for low-skilled workers and develop career ladders in growth industries.

System reform to eliminate duplicative administrative costs and to enable increased training investments;

The Government Reform Commission is looking at duplicated state programs and for ways to reorganize the state government structure to be more efficient and effective. As the commission reviews state-level partner agencies, administrative costs will be more streamlined to leave the optimum level of funds available to meet the training needs of Missouri's workforce. Also, once the new state board chair is appointed, the state anticipates a similar policy will be developed by the board to be followed by the local boards and their service providers.

Enhanced integration of service delivery through One-Stop delivery systems nationwide;

Another objective in the Division's strategic plan is to develop strategies and policies to increase the number of clients that receive services from more than one workforce program. This can only happen when cross training has been provided so there is an awareness of all services accessible through the one-stop system, and therefore, all tracking of case management activities. To do this, the Division and other partner staff are being trained so that Missouri's case management system is available to and utilized by all partners within each one-stop office. Training staff not only enhances the system and provides further integration; it increases the skill sets of the case managers.

To improve interagency partnership and planning activities the Division of Workforce Development and the Department of Elementary and Secondary Education are participating in the Adult Education

Coordination And Planning (AECAP) Project. The purpose of the AECAP project is to:

- * Develop and test models for state planning, leadership development, and interagency coordination that can promote the expansion of services, and
- * Identify the factors that underlie successful state and local activities in strategic planning and interagency coordination,
- * Disseminate the models and findings from the project.

A refocusing of the WIA youth investments on out of school youth populations, collaborative service delivery across Federal programs, and increased accountability:

Missouri will collaborate across federal programs to integrate services for out of school youth. This will be done by developing a mapping of cross-agency partners involved in providing services to this youth population. This will help to streamline the referral process and should increase the outreach to this population.

Through a collaborative effort, Missouri has just implemented four 21st Century Workforce Construction Trades Projects that enroll out of school youth who are identified as at-risk. These projects provide youth with work experience and the opportunity to gain construction trade training while providing the skills needed to find gainful employment in high skill, high growth occupations.

Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;

To improve the development and delivery of workforce information to the local WIBs, Missouri addressed this challenge by merging the research divisions from the Wagner-Peyser labor exchange services and the Department of Economic Development to form the Missouri Economic Research and Information Center (MERIC) under the Department of Economic Development in 2001. This created a single labor market unit. In collaboration with the local boards and other organizations, MERIC has conducted supply/demand gap analyses for each of the fourteen workforce investment regions in the state. The objective of the research continues to be to help local areas address the true economic needs of their region.

Through this merger, findings from the different analyses are being shared with local educational institutions in order for curricula to reflect the skills

needed by local employers. The state continues to embrace these enhanced relationships with secondary education and community colleges to move towards a skilled workforce prepared for the 21st century.

Students are also being counseled on local career choices and the skills that are in demand in their local area. This effort has included a high school Counselor Academy that is conducted annually with the Department of Elementary and Secondary Education. Additionally, Toolbox has been enhanced so that it integrates multiple sources of information to best match workforce services to job seeker career needs.

The Division recently implemented a new statewide Strategic Marketing Plan to market benefits of one-stop services to targeted businesses. Also, the Division has increased contacts with state and regional Missouri Employer Committees and Chambers of Commerce to convey the benefits of the public workforce system and identify areas for improvement. Division staff continue to survey businesses on strategies to increase the use of job orders.

The Strategic Marketing Plan is created by Adamson Advertising and contains market research, SWOT analysis, market trends, and strategies targeted to specific audiences that will assist the Division in 1) improving outreach to employers (measured by the Division's market penetration measures), providing high wage, high tech, high skill opportunities for job seekers; and 2) targeting skilled professionals and college graduates to increase the skill level of the GreatHires labor pool (as measured by job seeker demographics). Tactics include an interactive integrated media campaign focused on hiring professionals, training CD for Business Representatives, eNewsletters, website promotional events, such as GreatHires.org scholarships for students, and professional job fair participation.

The state has also made a concerted effort to increase the awareness of Missouri Career (one-stop) Center services to job seekers. As part of this increased outreach, the state has deployed an updated version of the GreatHires job-matching system to assist students and job seekers in finding employment opportunities. Resources for job seekers include information on job openings, strategies for periods of unemployment, career information, and training and education information. Students are also being counseled on local career choices, training needed for the 21st century jobs and the skills that are in demand in their local area. Missouri is designing more flexible systems in the delivery of workforce services so that customers have user-friendly tools and services to rely on when seeking career information.

Faith-based and community-based organizations playing an enhanced role in workforce development;

Through the Missouri Re-Entry Process, the outgrowth of the Transition from Prisons to Community Initiative (TPCI) in Missouri, enhanced relationships with faith-based organizations have begun. Offenders, within six months of their release from prison, are provided access to WIA Title 1 and partner agency programs, with the ultimate goal of job placement and a decrease in the recidivism rate. Faith-based organizations, such as ministries through local churches, are becoming more involved in this process as it becomes fully implemented. Missouri staff are also involved in the planning and application of the Head Start Collaboration Grant, which has brought many faith-based organizations to the table, initiating further discussion on ways to collaborate statewide.

Community-based organizations have always been involved in the public workforce system in Missouri as many have been or are WIA service providers and providers of services to TANF customers in the Career Assistance Program (CAP). The Division continues to include them as partners in the one-stop Missouri Career Centers, as well as, members of the State Board.

Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems;

Missouri has researched other DOL-approved waivers through their website, as the state is interested in enhancing the flexibility of its public workforce investment system. Through this state plan, the state will be submitting a waiver request similar to one approved by the State of Texas. This waiver increases the allowable uses of formula funds, in the same manner as statewide activity funds, to better serve the local needs of business, incumbent workers, job seekers, and youth. Please refer to Attachment 8 for more information.

Also at this time, the state will be re-submitting its previously approved waiver (Attachment 9) related to the recapture and reallocation of unobligated balances of youth and adult funds.

Reporting against common performance measures across Federal employment and training programs.

Missouri formerly operated under a system where each agency reports its performance measures to the Governor, the state board, the General Assembly, and the general public. Missouri now has two tools which assess performance measurement across programs: the Missouri

Workforce System Scorecard, submitted as a report to policy makers, and the on-line Balanced Scorecard, available to workforce system staff. The Workforce System Scorecard includes leading and lagging indicators for the economy as a whole, the education/training system, and the Missouri Career Centers. This Scorecard report was developed for use in broad policy making and system planning. The Balanced Scorecard is an on-line tool that tracks employment, retention, earnings increases, market penetration, and movement above the poverty line in relation to numeric targets. The measures can be broken down by local area and by program, and include entry for specific strategies for service delivery. This report is used for more tactical and performance improvement purposes.

Both tools report outcome data consistently with the common measures. Both tools provide critical information for planning and communicating activities, clarifying Missouri's priorities and policy directions, and providing fully integrated services across programs.

- C. *Based on the state's economic and labor market analysis, what strategies has the state implemented or plans to implement to identify and target industries and occupations within the state that are high growth, high demand and vital to the state's economy? (ss112(a) and 112(b)(4)(A) The state may want to consider:*
1. *Industries projected to add a substantial number of new jobs to the economy; or*
 2. *Industries that have a significant impact on the overall economy; or*
 3. *Industries that impact the growth of other industries; or*
 4. *Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
 5. *Industries that are new and emerging and expected to grow.*

1.

GROWING INDUSTRIES IN MISSOURI

SHORT-TERM 2003-2005			LONG-TERM 2002-2012		
NAICS	INDUSTRY	CHANGES	NAICS	INDUSTRY	CHANGES
611000	Educational Services	8,067	611000	Educational Services	36,988
561000	Administrative and Support Services	6,687	561000	Administrative and Support Services	36,545
722000	Food Services and Drinking Places	5,786	722000	Food Services and Drinking Places	33,939
522000	Credit Intermediation and Related Activities	3,730	621000	Ambulatory Health Care Services	29,808
	State Govt, No Hospital/Education	3,493	541000	Professional, Scientific, Tech Serv	16,168
621000	Ambulatory Health Care Services	3,416		Local Govt, No Hospital/Education	15,109
238000	Specialty Trade Contractors	3,109	622000	Hospitals	14,747
624000	Social Assistance	2,732	623000	Nursing & Residential Care Facilities	14,529
452000	General Merchandise Stores	2,083	238000	Specialty Trade Contractors	13,687
541000	Professional, Scientific, Tech Serv	1,870	813000	Religious, Civic, etc Organizations	13,197
622000	Hospitals	1,791	452000	General Merchandise Stores	12,151
813000	Religious, Civic, etc Organizations	1,664	624000	Social Assistance	8,295
713000	Amusement, Gambling, and Recreation	1,462	551000	Management of Companies	7,800
	Local Govt, No Hospital/Education	1,367	522000	Credit Intermediation and Related	7,473
551000	Management of Companies	1,222	484000	Truck Transportation	7,057
236000	Construction of Buildings	1,180	518000	Internet Serv Providers, Data Processing	5,785
518000	Internet Serv Providers, Data Processing	1,133	441000	Motor Vehicle and Parts Dealers	4,932
531000	Real Estate	878	236000	Construction of Buildings	4,915
444000	Building Material and Garden Equip Dealers	865	423000	Merchant Wholesalers, Durables	4,735
446000	Health and Personal Care Stores	766	531000	Real Estate	4,071

2.

Gross State Product (millions of current dollars)							
Industry	1990	2001	% Share of 2001 GSP	1990 (Chained 96\$)	2001 (Chained 96\$)	1990-2001 Net Change	1990-2001 Percent Change
Total Gross State Product	104,803	181,493	--	122,766	167,370	44,604	36.3%
Private industries	92,341	159,925	88.1%	107,130	148,836	41,706	38.9%
Agriculture, forestry, and fishing	2,107	2,506	1.4%	2,295	3,023	728	31.7%
Farms	1,654	1,617	0.9%	1,749	2,293	544	31.1%
Ag. services, forestry, and fishing	454	889	0.5%	547	727	180	32.9%
Mining	378	459	0.3%	345	531	186	53.9%
Construction	4,333	9,619	5.3%	5,065	7,453	2,388	47.1%
Manufacturing	22,889	30,442	16.8%	25,837	30,208	4,371	16.9%
Durable goods	12,026	16,328	9.0%	13,109	17,830	4,721	36.0%
Nondurable goods	10,863	14,115	7.8%	12,772	12,603	-169	-1.3%
Transportation and public utilities	12,084	17,777	9.8%	12,721	16,959	4,238	33.3%
Transportation	5,054	7,541	4.2%	5,068	6,615	1,547	30.5%
Communications	3,894	6,401	3.5%	4,081	7,071	2,990	73.3%
Electric, gas, and sanitary services	3,136	3,835	2.1%	3,602	3,358	-244	-6.8%
Wholesale trade	7,691	13,287	7.3%	8,078	14,614	6,536	80.9%
Retail trade	9,653	17,536	9.7%	10,637	17,903	7,266	68.3%
Finance, insurance, and real estate	14,279	29,653	16.3%	18,059	26,220	8,161	45.2%
Services	18,927	38,646	21.3%	24,158	31,984	7,826	32.4%
Hotels and other lodging places	651	1,247	0.7%	776	925	149	19.2%
Personal services	804	1,285	0.7%	981	1,092	111	11.3%
Business services	3,045	7,660	4.2%	3,603	6,467	2,864	79.5%
Auto repair, services, and parking	1,057	2,379	1.3%	1,302	2,091	789	60.6%
Miscellaneous repair services	278	445	0.2%	400	293	-107	-26.8%
Amusement and recreation services*	923	2,250	1.2%	1,126	1,786	660	58.6%
Health and social services	7,060	13,165	7.3%	9,464	11,103	1,639	17.3%
Legal services	1,244	2,380	1.3%	1,637	1,965	328	20.0%
Educational services	941	2,028	1.1%	1,198	1,598	400	33.4%
Membership organizations	821	1,382	0.8%	996	1,021	25	2.5%
Other Services and private households	2,102	4,426	2.4%	2,685	3,689	1,004	37.4%
Government	12,462	21,568	11.9%	15,699	18,531	2,832	18.0%

3.

Industries That Impact the Missouri Economy the Most				
NAICS	NAICS - Industry	Implan Code	IMPLAN - Industry	Multiplier
31122	Starch & vegetable oil manufacturing	52	Soybean processing	15.50
31151	Dairy product, except frozen, manufacturing	63	Creamery butter manufacturing	11.97
31151	Dairy product, except frozen, manufacturing	64	Cheese manufacturing	10.81
31161	Animal slaughtering & processing	67	Animal, except poultry, slaughtering	10.13
32519	Other basic organic chemical manufacturing	151	Other basic organic chemical manufacturing	9.71
1131	Timber tract operations	15	Forest nurseries, forest products, and timber	9.24
31122	Starch & vegetable oil manufacturing	54	Fats and oils refining and blending	9.04
31123	Breakfast cereal manufacturing	55	Breakfast cereal manufacturing	8.89
31151	Dairy product, except frozen, manufacturing	62	Fluid milk manufacturing	7.89
31151	Dairy product, except frozen, manufacturing	65	Dry, condensed, and evaporated dairy products	6.93
31192	Coffee & tea manufacturing	80	Coffee and tea manufacturing	6.76
31121	Flour milling & malt manufacturing	48	Flour milling	6.63
486	Pipeline transportation	396	Pipeline transportation	6.58
32561	Soap & cleaning compound manufacturing	165	Surface active agent manufacturing	6.43
32419	Other petroleum & coal products manufacturi	145	Petroleum lubricating oil and grease manufact	6.27
33611	Automobile & light truck manufacturing	344	Automobile and light truck manufacturing	5.91
32521	Resin & synthetic rubber manufacturing	152	Plastics material and resin manufacturing	5.67
33461	Mangetic media manufacturing & reproducing	324	Magnetic and optical recording media manufact	5.34
33131	Alumina & aluminum production	210	Secondary smelting and alloying of aluminum	5.28
5324	Machinery & equipment rental & leasing	434	Machinery and equipment rental and leasing	5.19

Source: MERIC, using IMPLAN modeling software

Industries that impact the overall economy in Missouri in turn impact the growth of jobs in other industries in the state. The statistic used to determine which industries have the most economic impact in a regional or state economy is the Type II Multiplier. This statistic captures the direct and indirect effect of an industry on other industries in a region, used here in a statewide region. In Missouri, the starch and vegetable oil manufacturing/soybean processing industry has the most impact on the Missouri economy in that, for every job created by the starch industry, 14 jobs are created in other industries in Missouri as a direct or indirect result of that original job. There seems to be an overall trend for dairy product manufacturing and various types of food manufacturing industries to have the most impact on the Missouri economy.

4. MERIC will use a standardized state Employer Job Vacancy Survey to close the gap between traditional LMI and information about job openings and emerging skill sets in private business. The purpose of the survey is to collect, compile, and disseminate statistically reliable data on current job vacancies and the education/experience requirements that employers demand for these vacancies. These data will serve as demand side indicators of labor shortages at the state and local levels. Missouri also intends to conduct industry/employer focus groups to identify possible changes in industrial technology and future demands of emerging skill sets for innovative occupations. In these focus groups, private business will be asked a series of questions about their perceived labor issues and concerns over the next decade. Brainstorming sessions in these focus groups will also be conducted with regards to the different ways that the state

government can be more responsive to employer needs and, in turn, develop a more efficient working relationship.

5. MERIC is in the process of creating new approaches toward identifying target industries and occupations in the state. Concerning the targeting of high growth, high demand occupations, MERIC will create a Career Grade Report that will assign letter grades to occupations based on each occupation's economic outlook over the next decade. Grades are based on a combination of job openings, percent growth, and the average wages of a particular occupation. The Career Grades are designed to assist students, job seekers, displaced workers, educators, and workforce professionals in choosing which careers have the best outlook in terms of having good growth, a large number of annual openings, and offer a living salary for job seekers.

Concerning target industries, the Target Missouri 3 (TM3) Report conducted by MERIC identifies 82 driver industries that have a sizable impact on Missouri's economy, accounting for 42.8% of total foreign exports, 17.7% of total output, 10.0% of total compensation and 8.3% of total employment. In addition, these driver industries paid an average annual wage per job of \$34,653, which was moderately more than the state average wage per job.

Results of the cluster and discriminant function analyses grouped 509 industries into 13 clusters based on how economically competitive they were relative to the national average. Of these 13 clusters, six were identified as drivers of Missouri's economy based on economic specialization relative to the national average. This resulted in 82 driver industries where Missouri has a locational competitive advantage relative to other states. This group represents Missouri's target industries.

The competitive core of Missouri's economy consisted of 13 industries where the state had the best competitive advantage in the nation. Specialization in output, employment, compensation, and foreign exports were all extremely high. The *competitive fast growth cluster* included four industries that were growing faster than the national industry average, especially in compensation and employment. Also, productivity per worked was above the national average for these industries. The *competitive slow growth cluster* included nine industries that were growing close to the national industry average. Growth in compensation and foreign exports slightly exceeded the national average. Also, productivity per worker was at the national average for these industries.

Competitive Fast Growth Cluster

Lead and Zinc Ores

Greeting Card Publishing

Agricultural Chemicals, N.E.C.
Small Arms Ammunition

The emerging core of Missouri's economy consisted of 69 industries where the state had an above average competitive advantage in the nation. These industries are well positioned to become part of Missouri's competitive core. The *emerging hyper growth cluster* included one industry where specialization in output, employment, compensation, and foreign exports were slightly above the national industry average. However, growth across the board far outpaced the national industry average, especially in foreign exports. Also, productivity per worker was below the national average for this industry.

The *emerging fast growth cluster* included four industries where specialization in output, employment, compensation, and foreign exports were above the national industry average, especially in compensation. These industries were growing faster than the national industry average, especially in compensation, output, and employment. Also productivity per worker was above the national average for these industries.

Emerging Fast Growth Cluster

Soybean Old Mills
Ammunition, Except for Small Arms, N.E.C.
Machine Tools, Metal Forming Types
Food Products Machinery

The *emerging moderate growth cluster* included 45 industries where specialization in output, employment, compensation, and foreign exports were above the national industry average. These industries were growing above the national industry average, especially in compensation. Also, productivity per worker was at the national average for these industries.

Lastly, the *emerging slow growth cluster* included 19 industries where specialization in output, employment, compensation, and foreign exports were well above the national industry average. These industries were growing at or slightly above the national industry average. However, productivity per worker was below the national average for these industries.

In terms of output per worker, productivity was highest in the *emerging hyper growth cluster* (\$37,402 per worker) and lowest in the *emerging fast growth cluster* (\$14,349 per worker). In terms of wages per job, the highest paying jobs were in the *competitive fast growth cluster* (\$30,086

per job). In terms of foreign exports per worker, the *hyper growth cluster* was the most export intensive (\$76,085 per worker) and the *emerging fast growth cluster* was the least intensive (\$6,486 per worker).

In addition to the work MERIC has and is doing, the state has begun the Missouri Regional Skills Gap Initiative (see Section I, C for more detailed information). This initiative requires local WIBs to work closely with their local businesses and identify the unmet skills that these employers are needing in their workers. Once these skills have been identified, the WIBs then implement strategies to ensure that workers are trained to these skill levels and thus, satisfy the skill requirements of these employers.

- D. *What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (s112(b)(8))*

The Division has increased the number of staff trained to provide customer assistance to businesses, with the goal being to increase the quality of services provided. Contacts with state and regional Missouri Employer Committees (MECs), Chambers of Commerce and other business organizations have been increased to convey benefits of utilizing the workforce system.

The state recently revamped the Missouri Employer Committee (MEC) specifically to promote a more demand-driven system. Previously, members were primarily focused on labor-related issues, such as unemployment insurance. New members have been assigned to the MEC Steering Committee who represent major, high-growth industries in the state. This committee has established specific goals and tasks with measurable outcomes that focus on advising and partnering with the state on workforce-related issues.

Through the state board, an Education and Training Committee was formed for the purpose of policy oversight and to serve as an advisory group for all workforce education and training programs in the state. Members of this committee include Department of Higher Education, Department of Elementary and Secondary Education, and two community colleges

The Division is continuously looking for and identifying workforce challenges in Missouri's public workforce system. Staff continually survey businesses on strategies to increase job orders, to assist with reducing their human resource costs, unemployment insurance claim

duration, and Worker's Compensation claims. The Division recognizes that the business customer is a top priority when assisting job seekers.

Another strategic goal is examining that state's system on an ongoing basis for improvements, and this past year, the Division engaged in a contract with Missouri Enterprise, a Business Assistance Center. Missouri Enterprise was challenged to provide a career center assessment on businesses, job seekers, and employees of the Division in three regions of Missouri. These three areas were surveyed, information evaluated and the findings reported back to the Division. Recommendations were made and those will be incorporated into the strategic plan, along with immediate feedback to those regions.

E. What state strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (ss112(b)(17)(A)(i) and 112(b)(4)(A))

MERIC's major strategy will be to seek advice from the state board and consult with customers to provide data that ensures that the system is focusing on training individuals that meet the high growth/high demand criteria. MERIC is located in the Department of Economic Development, and works closely with its' Business Development and Trade Division, as well as the Community Development Division, to ensure that communities are aware of the training needs of its' local region. MTEC will continue to communicate with the local WIBs on the data and products that are available from MERIC to meet their economic strategies.

Importantly, the findings from the analyses are also shared with local educational institutions in order for curricula to reflect the skills needed by local businesses. Students are also being counseled on local career choices and the skills that are in demand in their local area. The Division is partnering with the Department of Higher Education and the Department of Elementary and Secondary Education to conduct the second annual Counselor Academy.

In addition to partnering with private industry to develop career ladders, the state is working with private industries to develop skill alliances. Currently, skills alliances have been identified in the life sciences and advanced manufacturing industries. Private sector organizations have worked closely with the state to identify the essential and technical skills that are needed by businesses in these industries. These efforts are assisting Missouri in identifying the training opportunities that are needed to further economic growth in the state.

To assist in those efforts, the Division, along with other partners in the workforce development system, has instituted the use of WorkKeys at its

Career Centers. Participants are given the WorkKeys Pre-Test to determine their skill levels in Reading for Information and Applied Mathematics. Upon review of their test scores the participants may be enrolled in one of the various training programs to improve areas where deficiencies in skills may exist.

Many employers in Missouri currently use the WorkKeys assessment in determining the skill levels most critical to enter a job and to perform effectively. To further aid employers and jobseekers, Missouri is in the process of developing the Career Readiness Certificate. This document, based on WorkKeys, is now being used by several states to represent a standardized and reliable indicator of workplace skill levels, providing clear and meaningful information to employers, individuals, and educators.

Missouri, like many states across the country, continues to face the challenge of creating a meaningful link between employers and education/training. The proposed Career Readiness Certificate, based on ACT's WorkKeys system will provide clear and meaningful information to employers, individuals, and educators. As a member of a 19-state consortium developing such a certificate, Missouri will continue to be in the forefront of workforce development.

- F. What workforce strategies does the state have to support the creation, sustainability and growth of small businesses and support for the workforce needs of small businesses as part of the state's economic strategy? (ss112(b)(4)(A) and 112(b)(17)(A)(i.))*

FastTrac New Venture workshops are funded through the Division's Dislocated Worker Program. This program is available specifically for individuals who have been laid off and are interested in becoming entrepreneurs. Through this five-day workshop, participants explore the potential for starting their own business, obtaining the skills needed to create, manage and grow successful businesses. The Division encourages all individuals who come into the one-stop centers inquiring about entrepreneurial options, to visit the resource center for additional resources.

Governor Blunt has proposed an economic legislative package that will spur economic growth with the Missouri Quality Jobs Act. One of the three programs under the proposed legislation is the Small Business and Expanding Business Program. Small businesses would have the opportunity to receive assistance from this program if they offered basic health insurance for new employees in new jobs and paid at least 50 percent of health insurance premiums for all parts of the program. The new jobs that are created must be at or above the county average wage.

These small businesses would retain a portion of withholding taxes paid to employees in newly created jobs. In addition, an employee would continue to receive full credit for all taxes withheld from their pay.

- G. *How are the funds reserved for statewide activities used to incent the entities that make up the state's workforce system at the state and local levels to achieve the Governor's vision and address the national strategic direction (identified in Part I of the State Planning Guidance)? (s112(a))*

Missouri has used 15% funds as an incentive for local areas to undertake innovative programming. In PY 2004, the Division of Workforce Development issued a request for bid to local areas for the 21st Century Workforce Construction Trades Project. Local areas were to compete for \$100,000 Projects that bound the WIA system with construction employers and labor unions. This initiative was an effort to develop and complete community projects as a prerequisite to enrollment of youth participants in union-sponsored apprenticeship schools.

Missouri has also used the Career Pathways project as an innovative way to build liaisons and re-design the state's workforce to meet the 21st century economy. Career Pathways is an economic development strategy for strengthening sectors by meeting the training needs of workers and businesses. The Career Pathways approach has three primary objectives:

- To efficiently use public workforce system resources to supply in-demand, trained employees at all career levels for Missouri businesses;
- To provide job seekers with a higher probability of gaining career track employment and career mobility; and
- To create conditions for economic expansion in targeted sectors by lowering labor costs for businesses.

The model presents an innovative framework for organizing publicly-funded employment, training, and social services to meet the needs of businesses, job seekers, and incumbent workers—including those in low-wage, low-skill jobs. Public workforce systems, education systems, and social support systems come together to provide coordinated and well-rounded services to businesses and workers.

Missouri also uses 15% Governor's reserve funds for projects at the state and local levels to help create new jobs for Missouri. Projects that have been funded recently include entrepreneurial/business training using the First Steps FastTrac and New Venture curricula. The entrepreneurial training targets low-income citizens, women, minorities, and entrepreneurial college students with a strong focus on WIA participants

to become self-sufficient. Entrepreneurial training also provides business management training using curricula targeting individuals interested in starting business ventures and assisting existing businesses enhance their business management skills. Missouri assists businesses retain existing and create new jobs by providing OJT and specialized classroom instruction.

Fifteen-percent (15%) funds have also been provided to provide education and training to prepare Missouri's youth for jobs. Examples are in-school work experience projects, Cisco Computer Networking training, and "I Can Learn" (automated algebra instruction).

- H. Describe the states strategies to promote collaboration between the workforce system, education, human services, juvenile justice and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (s112(b)(18)(A))*

Missouri is identifying the cross-agency partners that will increase collaboration with the new youth target populations. Youth councils have been developed in the local regions, and through these councils the state anticipates stronger collaboration. Missouri recognizes that youth represent a population that businesses need to tap into, and therefore, have developed strategies to train youth in high-growth, high-demand jobs.

- I. Describe the state's strategies to identify state laws, regulations, and policies that impede successful achievement of workforce development goals and strategies to change or modify them. (s112(b)(2))*

The state board is responsible for studying and identifying barriers to the success of the system, and making recommendations regarding the improvement of the state's employment and training delivery network. The state board will propose a statewide employment and training policy, or propose changes and policy guidance to the Governor's Office for any consideration of changes to state laws that may impede the success of the public workforce system in Missouri.

- J. Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state pursuant to section 189(i) and section 192.*

Missouri is interested in expanding the flexibility under WIA and has received DOL approval for three waivers:

- Utilization of 10% Formula Funds Waiver (see Attachment 8)

- Recapture & Reallocation of Un-obligated Balances of Youth & Adult Funds Waiver (see Attachment 9)
- Transfer of WIA Funds Between Adult & Dislocated Worker Programs Waiver (see Attachment 10)

These waivers have been approved through June 30, 2007.

VI. MAJOR STATE POLICIES & REQUIREMENTS

Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this plan as outlined below. (s112(b)(2))

- A. *What state policies and systems are in place or planned to support common data collection and reporting processes, information management, integrated service delivery and performance management? (ss111(d)(2) and 112(b)(8)(B))*

The state board (MTEC) provides leadership toward integrated service delivery and performance management in two main initiatives: 1) the *State of the Workforce Report*, which tracked data across several programs in several categories; and 2) the Local Employment Dynamics project, which combined a national partnership with U.S. Census staff and Missouri Economic Research Information Center to produce local labor market information. The State of Missouri's workforce case management system, Toolbox, contains data on clients' workforce services, activity dates, case notes, and performance outcomes (discussed further in Section X, A). Training in this common case management system provides integration of information and policy for application of the system among several partner agencies toward common service delivery. Integrated case management is also supported by the following policies: *DWD Issuance 07-01 Service Integration Guidelines, 15-01 Dual Enrollment Guidelines (including 15-01 Change 1), 05-03 Youth Council Toolkit Resource Guide, Career Assistance Program Policies and Procedures Manual, Dislocated Worker and Rapid Response Policies and Procedures Manual, and Workforce Resource Mapping Manual.*

- B. *What state policies are in place that promote efficient use of administrative resources, such as requiring more co-location and fewer affiliate sites in local one-stop systems to eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The state may include administrative cost*

controls, plans, reductions and targets for reductions, if it has established them. (ss111(d)(2) and 112(b)(8)(A))

The state board has provided guidance to the local boards regarding co-location and the savings of administrative funds when allocating costs to local partners integrated within the one-stop system. This document, *Cost Allocation Plan Guidelines*, was written to provide methods and tools to help negotiation processes, and provide a cost savings to the WIA system. It has been the state's policy to utilize the guidance and ensure that each Missouri Career Center (one-stop center) has developed a cost allocation plan, and that it indicates each partner's share of the one-stop system's operational costs.

Also, as mentioned earlier in this plan, the Governor has appointed the Government Reform Commission. The overall state government structure is being scrutinized for efficiency and duplication of services, and since the Division of Facilities Management assists state agencies with their facilities, it is anticipated that the commission will recommend more co-location of partner agencies to reduce costs.

C. What state policies are in place to promote universal access and consistency of service statewide? (s112(b)(2))

The Division developed service integration guidelines that became the state policy in promoting universal access and consistency of services statewide. This policy adopted the following functions for each career center: 1) a customer service desk/triage unit; 2) an orientation to services that would be consistent statewide; 3) providing a thorough knowledge of services so that all staff are knowledgeable about all career center products and actively allowing the participant to be involved in the decision-making process; 4) an integrated intake, eligibility determination and client tracking through Toolbox; and 5) partner staff sharing in the functions that are common to the services provided to all customers.

Missouri also has a *One-Stop Operator Designation/Certification Guide* that details the state policy in promoting consistency of services statewide. Through this guide, a framework has been developed so that local officials statewide are utilizing the same designation/certification process with the one-stop operators, thereby ensuring consistency of quality across the one-stop delivery system. Designating a one-stop operator that endorses the concept of high quality services delivered to the one-stop center customers is the primary focus of granting certification to a particular operator. The one-stop operator is granted this role through a memorandum of understanding and has the responsibility to see that all partner agencies promote universal access through the one-stop system.

In order to ensure that the products the Division has to offer the customer are consistently presented statewide, a certification policy has been developed for the Missouri Career Centers, including procedures to improve workforce services provided by its employees. Increasing skill sets of case managers via this certification process and training is part of the strategic plan in improving the quality and consistency of Missouri Career Centers and Division products.

- D. *What policies support a demand-driven approach, as described in Part I? “Demand-Driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local board and one-stop career center staff? (ss112(b)(4) and 112(b)(17)(A)(iv))*

MERIC will deliver a series of products that provide training to the local boards and one-stop career center staff, such as: 1) hosting a series of regional meetings with local staff and administrators on the use of Local Employment Dynamics; 2) hosting an LMI Users Conference which will allow attendees to be trained on specific research methodologies, along with navigating the new website, and the unveiling of the economic forecast for Missouri for the new fiscal year; and 3) Training and Education for Tomorrow’s Workforce, which identifies future demand for knowledge, skills and abilities. Through these and other products, MERIC hopes to identify the occupational and industry clusters and related skills information needed by the local regions to support the strategic vision of a demand-driven approach to workforce investment development.

In addition, state staff have created several “Practices and Procedures” manuals and have held training and technical assistance sessions related to them to provide local staff with the guidelines necessary to effectively manage programs and provide services. Since 1983, Missouri has annually sponsored a Governor’s Conference on Workforce Development, using nationally recognized trainers and service providers that have outstanding programs to promote best practices among Missouri service providers.

Another strategy for supporting a demand-driven system is the establishment of a statewide business representative network. The business representatives are a group of Division staff that only work with businesses. Business representatives were the Division’s lead staff during the development of local business outreach and service plans and continue to communicate with individual businesses and business organizations daily. Through this interaction and efforts to ensure effective business outreach plan implementation, local one-stop centers remain responsive to business employment and training demands.

Similarly, the Division sponsors a business organization called the Missouri Employer Committee (MEC). This group of businesses have expressed interest in the state's employment and training system and have formed an organization that provides local WIBs and the Division with direct feedback concerning continuous improvement needs, help with developing solutions to business workforce demands, and establishes a system that offers businesses an effective system for communicating with various state government agency officials.

In addition, the Division's regional coordinator staff regularly attend local WIB meetings to provide technical assistance to the local boards and youth councils. Division staff will continue to provide training and technical assistance on best practices and procedures to local boards, youth councils and service providers.

- E. What policies are in place to ensure that the resources available through the federal and/or state apprenticeship programs and the Job Corps are fully integrated with the state's one-stop delivery system?*
(s112(b)(17)(A)(iv))

Currently, each region addresses the presence of apprenticeship programs individually. New policy will be developed in conjunction with WIA administrators requiring business representatives to work with U.S. Department of Labor Bureau of Apprenticeship & Training (DOL BAT) to encourage and educate all partner staff and employers in the benefits of apprenticeship sponsorship. These representatives will bring employers in high growth partner industries and traditional partner industries together to expand the apprenticeship programs in Missouri.

WIA staff and one-stop partners will coordinate with DOL BAT staff to bring apprenticeship information to the regions in order to promote opportunities available through apprenticeship programs that will improve Missouri worker productivity through a skilled workforce.

In addition, state and regional representatives from the Bureau of Apprenticeship Training will be invited on a regular basis to WIB, MEC, the Missouri Association for Customized Training (MACT), MTEC and any other appropriate groups to meetings in order to coordinate training delivery and further maximize resources.

DOL BAT will be encouraged to attend all job fairs, conferences and anything that relates to the promotion of business and skilled workforce to advance apprenticeship sponsorship in Missouri.

The DOL BAT staff will work with Dislocated Workers Program staff and representatives from the AFL-CIO to promote the initiative to individuals losing their jobs.

The Skills to Build America's Future Initiative is a partnership to bring construction trade industry representatives and worker representatives together to build national awareness of the importance of skilled workers and the impact it has on the nation, as well as Missouri's economy.

The Division's Job Corps admissions counselors (ACs) are based locally in the one-stop centers throughout the state. Local Job Corps staff are contracted to provide Job Corps outreach/admissions, assessment and placement services. They will also coordinate with other youth entities in the local regions to provide academic and vocational training, as well as supportive services. The Job Corps Centers work with their Center Industry Councils (very similar to WIBs) to ensure that the vocational training received in the program is in high demand for the employers in the regions being served by the center. The ACs will also discuss labor market information with the prospective applicants to make sure they know what trades would be appropriate for them to pursue based on where they plan to live after the program is completed.

VII. INTEGRATION OF ONE-STOP SERVICE DELIVERY

Describe the actions the state has taken to ensure an integrated one-stop service delivery system statewide. (s112(b)(14) and 121)

- A. *What state policies and procedures are in place to ensure the quality of service delivery through one-stop centers, such as development of minimum guidelines for operating comprehensive one-stop centers, competencies for one-stop career center staff or development of a certification process for one-stop centers? (s112(b)(14))*

To ensure the quality of service delivery through the one-stop centers, the state developed the *One-Stop Career Center System-One-Stop Operator Designation/Certification Guide*. Missouri's guide for designation and certification places the primary authority and responsibility for setting performance measures and standards with the local workforce investment board. To ensure consistency of quality across the one-stop delivery system, the state board has established a statewide vision and measurement architecture and encourages local WIBs to use this framework for innovation in the design of their one-stop delivery systems. The guide is designed to assist local officials in the designation and certification of one-stop operators so that they are able to meet or exceed

the quality standards established by the state and local boards. The Division will continue to provide technical assistance to enhance service delivery and one-stop certification.

The Division developed a career ladder program for division staff, which encourages professional certification through the Missouri Association for Workforce Development (MAWD). The division contracted with the Missouri Training Institute (MTI), to design a training curriculum based around the competencies for the basic Missouri Workforce Development Professional Certification provided through MAWD. The Division has made the certification courses available to all one-stop center staff and encourages all one-stop staff to seek certification.

- B. What policies or guidance has the state issued to support maximum integration of service delivery through the one-stop delivery system for both business customers and individual customers? (s112(b)(14))*

In 1991, with the endorsement from the Missouri One-Stop Executive Team, the Division facilitated a service integration team, which included representatives from all one-stop partners. This team created *Service Integration Guidelines*, which provide one-stop operators and staff specific examples of service integration in an effort to foster the maximum coordination of services. The Division continues to provide technical assistance to the regions regarding service integration.

In addition, the state has provided funding to the local boards to conduct skill gap analysis to better coordinate job seeker training with current skills demanded by businesses. The Division provided resources to all local WIBs to create local Business Outreach and Services Plans to strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses. The plans contain protocols for coordinating business contacts among the WIBs and the one-stop partners while ensuring local employment and training systems are demand-driven, promote economic security for local communities, and streamline delivery of business services. Teams representing the various partners involved with conducting business outreach meet regularly to ensure businesses are provided coordinated single-point-of-contact services.

- C. What actions has the state taken to promote identifying one-stop infrastructure costs and developing models or strategies for local use that support integration?(s112(b)(14))*

A *Cost Allocation Plan Guidelines* document was developed through the state board and is designed to provide guidance to managers and administrators who share office space or integrate services with other

service providers. It also serves negotiators who represent the various agencies in establishing co-located and/or integrated services with local partners. This document also goes beyond simple direct cost-sharing, and provides a guide to joint/in-direct cost allocation alternatives.

A cost allocation plan was developed for each one-stop center to ensure that each partner works toward bearing its fair share of the costs of maintaining the center.

- D. *How does the state use the funds reserved for statewide activities pursuant to (ss129(b)(2)(B) and 134(a)(2)(B)(v)) to assist in the establishment and operation of one-stop delivery systems? (s112(b)(14))*

A large portion of the WIA 15% funds are set aside for the continued establishment and operation of the one-stop delivery system in Missouri. Priorities for funding the one-stops include: assistive technology, marketing and information materials, Choices, system automation (including hardware and software), one-stop MIS operating system, capacity-building and technical assistance, and finally, funding for adult, youth, and dislocated worker activities at the one-stop centers.

- E. *How does the state ensure the full array of services and staff in the one-stop delivery system support human capital solutions for businesses and individual customers broadly? (s112(b)(14))*

Missouri developed a *One-Stop Operator Designation/Certification Guide* that provides the state policy in promoting consistency of services statewide. Designating a one-stop operator endorses the concept to ensure delivery of a full spectrum of assets to both businesses and individual customers. The one-stop operator is granted this role through a memorandum of understanding and has the responsibility to see that all partner agencies promote universal access through the one-stop system. The state board reviews operator designation/certification determinations as necessary.

VIII. ADMINISTRATION & OVERSIGHT OF LOCAL WORKFORCE INVESTMENT SYSTEM

A. Local Area Designations

1. *Identify the state's designated local workforce investment areas and the date of the most recent area designation, including whether the state is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous state plan. (s112(b)(5))*

The state anticipates keeping the same fourteen (14) local workforce investment areas as designated in 1999 for the original Workforce Investment Act. A map of the designated local workforce investment areas is included as Attachment 3 to this plan.

2. *Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the state board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (ss112(b)(5) and 116(a)(1))*

The local workforce investment areas were designated via a process that involved University-based research, analysis, careful deliberation and extensive public comment opportunities by state board members, partner agency staff, workforce investment boards and local elected officials. This workforce area designation research included numerous meetings and conference calls over a fourteen-month period by state and local staff and consultants.

3. *Describe the appeals process used by the state to hear appeals of local area designations referred to in ss112(b)(5) and 116(a)(5).*

Although the state does not anticipate a re-designation process, the appeals process used in the original designation was as follows:

In accordance with Section 116(a)(5) of WIA and 20 CFR 661.280, a unit of local government (or combination of units) which has requested and been denied designation as a workforce investment area under WIA may appeal the denial to the state board. Such appeals shall be in writing and signed by the chief elected official (or a majority of the chief elected officials, if the workforce investment area is a combination of units of local government). Such appeals must be received by the Division, on behalf of the state board, within 30 days of the designation of workforce investment areas by the Governor. For initial designation, appeals must be received within 30 days of submittal of the state plan. The Division will present those appeals received to the state board, who will consider the appeal within 90

days of receipt. The state board may request that the Governor reconsider the designation if: (a) the local area meets the automatic or temporary and subsequent designation requirements, or, (b) the appeal request demonstrates that the residents of the unit of local government will be denied one-stop workforce investment services, or (c) the unit of local government was not accorded procedural rights under the workforce investment area petition process. The appeals should be mailed or hand delivered to:

Director
Division of Workforce Development
421 East Dunklin Street
P.O. Box 1087
Jefferson City, Missouri 65102-1087

B. Local Workforce Investment Boards

Identify the criteria the state has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (ss112(b)(6) and 117(b))

According to the *Implementation and Orientation to the Workforce Investment Act: Guidance for Missouri Local Elected Officials*, the local workforce investment board must include two or more members representing the following categories:

Local Area Business Representatives

Representatives of businesses and industries with employment opportunities that reflect local labor market needs, including individuals who are business owners, chief executives, operating officers or other executives with optimum decision-making authority.

Business representatives must constitute a majority of the local workforce investment board membership. A business representative will be elected to act as the chairperson of the local board. Business representatives are to be appointed from among individuals nominated by local business organizations and business trade associations.

Education Agencies

Representatives of local educational agencies, school boards, entities providing adult education and literacy activities and post-secondary educational institutions, including representatives of community colleges, shall be selected from among individuals nominated by their peers.

Representatives of educational entities will be selected from individuals nominated by regional or local educational agencies, institutions or organizations. These individuals must have optimum decision-making authority.

Organized Labor

Representatives of labor organizations (for a local area in which employees are represented by labor organizations) shall be nominated by local labor federations or (for a local area in which no employees are represented by such organizations) other representatives of employees. These individuals must have optimum decision-making authority.

Community-Based Organizations

Representatives of community-based organizations, including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present. These individuals must have optimum decision-making authority.

Economic Development Agencies

Representatives of economic development agencies, including those from the private sector. These individuals must have optimum decision-making authority.

The local workforce investment board must also include at least one member representing each of the following groups:

- One-stop career center partners
- Other entities the chief local elected official determines to be appropriate

C. *How will your state build the capacity of local boards to develop and manage high performing local workforce investment systems?*
(ss111(d)(2) and 112(b)(14))

Missouri has a long history of providing capacity-building training and technical assistance to local entities. Beginning with CETA, state staff utilized DOL-sponsored training to “train the trainer” and then would transmit the lessons learned to local service providers. In the mid-1980s, Missouri contracted with the University of Missouri to create the Missouri Training Institute (MTI) to provide and facilitate training efforts to benefit local service providers. In addition, state staff have created several “Practices and Procedures” manuals and have held training and technical assistance sessions related to them to provide local staff with the guidelines necessary to effectively manage programs and provide services. Since 1983, Missouri has annually sponsored a Governor’s Conference on Workforce Development, using nationally recognized trainers and service providers that have outstanding programs to promote best practices among Missouri service providers.

These efforts are continuing today under WIA. MTI is a valuable resource for training local service providers and have expanded their parameters to include WIA-specific training. Local WIB liaisons regularly attend local board meetings to provide technical assistance to the local WIBs and youth councils. Division staff are also available to provide training and technical assistance on best practices and procedures to local WIBs, youth councils and service providers. The Governor’s Conference on Workforce Development has continued to grow and now also provides WIA-based workshops, including training for local WIBs and youth councils.

D. Local Planning Process

Describe the state-mandated requirements for local workforce areas’ strategic planning. What assistance does the state provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13)) including:

Local Planning Guidance is located in Attachment 7.

1. *What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?*

Once local plans have been developed and submitted to the state, state partners staff participate on the Local Plan Review Team to ensure that these plans meet the criteria outlined in the *Local Planning Guidance*. Performance agreements will also be made between the local WIBs and Division staff and will be required to be included in the local plans.

2. *How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?*

The state's Local Plan Review Team will ensure that local plans are consistent with the state plan (i.e. performance goals and strategic direction) through their use of the *Local Planning Guidance*, which has been developed to be consistent with the state plan.

E. Regional Planning (*ss112(b)(2) and 116(c)*)

1. *Describe any intra-state or inter-state regions and their corresponding performance measures.*

In November 2001, the state developed the *Basic Guidelines for Regional Workforce Investment Planning*. Currently, the WIBs in the St. Louis area are the only regions that have embarked on regional planning. Their efforts have included inter-state planning with regions from Illinois, but performance measures are not available for this interstate region. Intrastate regional planning is now occurring in the St. Louis area with the four WIBs in that area regarding the Missouri Regional Skills Gap Initiative.

2. *Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.*

Through the Missouri Regional Skills Gap Initiative, the WIBs in the St. Louis area are utilizing labor market information and surveys with local employers to determine what training needs are required to ensure workers are trained to meet the skill needs of these employers. Once these skill needs have been identified, the WIBs will then collaborate to develop training strategies to ensure that these skill needs are incorporated into the workforce, and thus, meet the demand-driven needs of business.

3. *For inter-state regions (if applicable) describe the roles of the respective governors and state and local boards.*

The roles of the respective Governors, local WIBs, and state WIBs are not envisioned to be any different than what is described in the WIA legislation, with the key to effectiveness being collaboration throughout the process.

F. Allocation Formulas (112(b)(12))

1. *If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to ss128(b)(3)(B) and 133(b)(3)(B).*

Not applicable.

2. *Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

Workforce Investment Act (WIA) funds allotted for services to youth, adults, and dislocated workers are allocated in accordance with the allocation formulas contained in WIA Section 128(b) and 133(b) and Section 667.130 of the WIA Rules and Regulations.

The WIA allotments were released by DOL through the Federal Register on March 25, 2005 (Vol. 70, Number 57) for Title I Youth, Adult, and Dislocated Workers programs as follows:

• Adult:	PY 2005	\$ 2,640,249
	FY 2006	<u>10,182,408</u>
	Total	\$12,822,657
• Dislocated Workers:	PY 2005	\$ 3,461,297
	FY 2006	<u>8,501,270</u>
	Total	\$11,962,567
• Youth	PY 2005	\$14,199,803
	FY 2006	<u>0</u>
	Total	\$14,199,803

Adult and Youth Formulas:

- 85% allocated by federal formula to Missouri's 14 WIBs,
- 15% reserved by Governor to be used for statewide workforce investment activities,

Dislocated Workers Formulas

- 60% allocated by federal formula to Missouri's 14 WIBs,
- 25% reserved by Governor to be used for statewide rapid response activities,
- 15% reserved by Governor to be used for statewide workforce investment activities,

The federal formulas used for the Disadvantaged Adult and Disadvantaged Youth funding streams are very similar. Three factors will be used to determine the allocation given to the 14 WIBs.

The first factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of unemployed individual in areas of substantial unemployment (ASU) in each workforce investment area, compared to the total number of unemployed individuals in areas of substantial unemployment in the state. The ASU is a contiguous area of at least 10,000 individuals with an unemployment rate of 6.5%. This is computed using the previous State Fiscal Year's unemployment data.

The second factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative excess number of unemployed individuals in each workforce investment area, compared to the total excess of unemployed individuals in the State. The excess unemployed means that number greater than 4.5% unemployed in either the entire workforce investment area or the ASU. This is also computed using the previous State Fiscal Year's unemployment data.

The third factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of disadvantaged adult or youth, respectively, in each workforce investment area, compared to the total number of disadvantaged adults or youth in the State. WIA defines an "adult" as an individual who is not less than age 22 and not more than age 72. "Youth" is defined as an individual who is not less than age 16 and not more than age 21. This will be computed from U.S. Census data.

Since the allocations are based on the most recent U.S. Census information, the calculations should not change dramatically as this information is only fully updated every ten years. Also, as the previous year's unemployment rates are also used to calculate a region's funding, the results should not come as a surprise to the local region.

3. *Describe the state's allocation formula for dislocated worker funds under s133(b)(2)(B).*

The formula prescribed by the Governor for allocating 60% of the dislocated worker funds is based on six factors that address the state's worker readjustment assistance needs. They are equally weighted factors, each using 16.667% of the formula funding. Listed below are the factors required in WIA, along with the actual data used.

1. Insured unemployment data, 16.667%, using number of people unemployed in each workforce investment area based on Unemployment Insurance records.
2. Unemployment concentrations, 16.667%, using number of people unemployed in ASU.
3. Plant closings and mass layoff data, 16.667%, based on prior year Mass Layoff Events Initial Claims data.
4. Declining industries data, 16.667%. Employment change (number of jobs) was calculated over the most recent four years, for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
5. Farmer-Rancher Economic Hardship data, 16.667%. Employment change (number of jobs) was calculated over the most recent four years, for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
6. Long-term unemployment data, 16.667%, based on prior year long-term unemployed (number of people unemployed 15 of the last 36 weeks).

4. *Describe how the individuals and entities on the state board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.*

At the onset of the state board's discussions regarding the designation of local areas, a major concern about fiscal viability

became apparent. With the initial DOL interpretation of the “lack of hold harmless” provision, the board looked at estimates using the optional 70%/30% factors as outlined in the Act. While significant impact on local funding is an issue, the impact of those changes would be compounded using the 70%/30% option. The need for using consistent allocation formulas (without a hold harmless provision) continued to be the state’s position, using the formula factors as they had been applied in the state also seemed appropriate.

Many opportunities for discussion around WIA funding, fiscal viability and fiscal accountability were provided to JTPA administrative entity directors, chief local elected officials, and the state board. While much concern had been expressed about the impact of not applying a hold harmless provision, it has been determined that the consistency of the existing WIA formulas will allow the state to distribute funds on an even playing field. These formulas also allow for program design and partner involvement to be built in response to the needs of the local labor markets

G. Provider Selection Policies (*ss112(b)(17)(A)(iii), 122, and 134(d)(2)(F)*)

1. *Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.*

The Department of Elementary and Secondary Education (DESE) has a strong historical role with helping to provide a quality workforce in Missouri. Section 122 of WIA suggests that local boards perform certain functions in the determination of eligible training providers. However, to provide a uniform, efficient statewide system, local areas have authorized DESE to administer most of the functions outlined in Section 122 of WIA, in addition to activities required of the “state agency”.

DESE will establish the procedure for declaring training provider’s initial and subsequent eligibility. DESE will also maintain the approved list of training providers for use at One-Stops, coordinate all provider applications, ensure training providers are approved to provide training in Missouri, collect and verify training provider performance and cost information, develop and implement the training provider consumer report guide, and be involved with processing individual training accounts.

Missouri's policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas. Training providers applying for acceptance on the state list are required to meet specified criteria and must meet outcome levels annually to remain on the approved list. The initial and subsequent applications increase accountability and make training providers more responsive to customer needs. Initial and subsequent applications are submitted to DESE for review and approval.

Applications may be obtained from the Missouri Education and Career Hotlink website: www.greathires.org/mech. This website is also Missouri's State Training Provider List and Consumer Report. Using an internet-based process allows program information to be added quickly and ensures all local areas have access to updated information at the same time. Missouri has developed WIA Section 122 policy that encourages providers to participate and ensures that eligible customers have access to as many training options as possible.

To be eligible initially, providers who receive federal funds under Title IV of the Higher Education Act of 1965 and entities that implement programs under the National Apprenticeship Act of 1937 must comply with the following:

- a) Sign the application and agree to the requirements contained in the application;
- b) Submit a catalog/brochure including a description of programs, refund policy and general cost information;
- c) Submit a list of all programs of training offered; and
- d) Submit cost information including tuition, associated fees, and supplies for each of the programs of training listed.

Other public or private providers of training services, local Workforce Investment Boards, and community-based organizations must comply with the following:

Have been in operation 12 months or more as a training provider in Missouri (This requirement may be appealed if no similar training is available within a 60 mile radius of the training site and the training provided is in a demand occupation as determined by the local Board. Other requirements may apply);

- a) Submit documentation from the Department of Higher Education identifying status as exempt or certified to offer training in the State of Missouri;

- b) Submit data for each program of training based on the total annual enrollment for the most recent 12-month period for which data is available. Data submitted must include the number of enrollees, the number of completers, and the number of completers employed;
- c) Provide performance information for each program of training on the percent of completers employed. A minimum level of 50% must be met to be determined eligible. This information shall be based on all completers from the program for the most recent 12 month period for which data is available;
- d) Submit a catalog/brochure which shall include at a minimum a description of programs of training, refund policy and general cost information;
- e) Submit a list of all programs of training offered;
- f) Submit cost information including tuition, associated fees, and supplies for each of the programs listed; and
- g) Sign the application form agreeing to the requirements of the application.

A training provider must make required data and performance information available annually by program of training for the 12-month period of time as determined by DESE for a program to continue to remain eligible after the period of initial eligibility. Data for each program of training is based on total annual enrollment of WIA and non-WIA students and includes the numbers of enrollees, completers, completers employed, and the percent of completers employed. In addition, minimum levels must be met for at least one of three criteria to maintain eligibility. These criteria are as follows:

- a) completion rates;
- b) percent of completers employed; and
- c) average wage of employment.

Data must be made available for each program of training based only on those students who received assistance using WIA funds. This data includes the numbers of enrollees, completers, completers employed, and the number of these completers employed six months later.

In addition, required performance information for each program of training based only on those students who received assistance from WIA funds must be made available as follows:

- a) Percent of individuals who completed the program and are employed;

- b) Retention rates in employment of individuals who have completed the applicable program, six months after the first day of employment;
- c) Wages received by individuals who have completed the applicable program, six months after the first day of employment.

Other information collected, where appropriate, is the rate of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills of the graduates of the applicable program. Local Boards may apply additional and/or stricter requirements.

The Governor has designated DESE as the agency responsible for carrying out these activities.

2. *Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

The state solicited recommendations from local WIBs, training service providers, and members of the public, employers, and labor organizations by holding meetings to specifically elicit comments about training provider application policies and procedures. A multi-agency team was formed to develop the initial and subsequent applications, including setting minimum outcome levels for training providers to be eligible. Team members include representatives from the Division of Workforce Development, the Department of Elementary and Secondary Education, Administrative Entities, the Department of Higher Education, and the Family Support Division.

Consultation meetings were held with WIB directors, training providers and related organizations, and with the state board to discuss the establishment of these policies and procedures. Also, six public hearings were held around the state to offer interested groups and individuals an opportunity to submit comments and recommendations about setting eligibility outcome levels that training providers must meet.

3. *Describe how the state will update and expand the state's eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?*

Using an internet-based system, Missouri has developed processes to revise existing information or add new training providers quickly to the state list. New training providers are identified through participation with professional organizations,

recommendations from local service providers or by customer request. DESE is responsible for maintaining the state list of approved training service providers and processes applications and requests to add new programs.

4. *Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a one-stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.*

A process is available for providers of training services to appeal a denial of eligibility or termination of eligibility. The training provider must submit a written appeal. An appeal review board comprised of representatives from the Division of Workforce Development, Department of Elementary and Secondary Education, Department of Higher Education, a representative from a local workforce investment area, and a representative from the workforce investment area in which the appealing training provider operates, will provide a written decision. If the board's decision fails to resolve the appeal, the training provider may request a hearing. If the hearing fails to resolve the appeal, the training provider may request a review by the local board.

5. *Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts.*
(s112(b)(16))

85% of the Title I allocation is required to be allocated by formula to the local workforce investment areas. These funds will be non-competitively contracted to each workforce investment area designated entity as required by WIA to provide the activities as determined by the local WIB. Procurements at the local level shall initially be made in accordance with DWD Issuance 113-92, Change 8 Procurement Standards (NOTE: This document was provided under separate cover). Procurements at the local level transitioned to standards required by the Federal Circular applicable to the entity making the procurement.

Statewide or specific activities funded by the flexible funding pool of 10% of the adult, dislocated worker, and youth state allocations that may benefit one or all WIA Title I funding streams may be

competitively or non-competitively procured in accordance with State of Missouri statute, procurement policies and procedures, and other applicable requirements of 29CFR Part 97. State statutes for competitive procurements exceeding \$25,000 require public advertising in a medium available to the general public (i.e. newspapers) and that bids be solicited from prospective suppliers.

6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (S112(b)(18)(B))*

Local boards will follow criteria for awarding grants for youth activities on a competitive basis, based upon the offeror's ability to provide required youth activities and meet established performance standards and program outcomes that will specifically address the needs of the targeted populations.

Criteria to be used at both state and local level to identify effective and ineffective service providers will include:

- Offeror's ability to deliver services to the targeted population in accordance with locally established guidelines;
- Experience in working with youth in similar programs and activities;
- Offeror's past performance record, including both programmatic and fiscal integrity;
- Offeror's understanding of and commitment to meeting goals and objectives; and
- Offeror's demonstration of understanding of and commitment to continuous improvement methods.

H. One-Stop Policies (s112(D)(14))

1. *Describe how the services provided by each of the required and optional one-stop partners will be coordinated and made available through the one-stop system. Include how the state will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (s112(b)(8)(A))*

Each workforce investment region has developed a matrix within their local memoranda of understanding (MOUs), which identifies services provided by each agency. These matrices have been used

in regions to reduce duplication of services and streamline service delivery.

Service integration is strongly encouraged in Missouri. Core services, such as resource room assistance, workshops, etc. are provided through a career center team approach, with Wagner-Peyser funded personnel providing the primary staffing.

Coordination of services to job seekers and employers by career center partners is done at each career center. An example of coordination is the Regional Business Service Team.

To strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses, the Division provided resources to all local WIBs to create local Business Outreach and Services Plans. These plans, designed to enhance one-stop services to businesses, describe uniform strategies for organizing service delivery to business customers. The plans contain protocols for coordinating business contacts among the workforce investment boards one-stop partners, while ensuring local employment and training systems are demand-driven, promote economic security for local communities, and streamline delivery of business services. These plans further efforts to move the state's employment and training system from being job seeker oriented to being business focused. Teams representing the various partners involved with conducting business outreach meet regularly to ensure business are provided coordinated single point of contact services.

2. *Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.*

Both the state board (MTEC) and one-stop partners are dedicated to providing assistance to local workforce investment areas with continuous improvement of Missouri's one-stop delivery system. State assistance falls into three categories: resources, technical assistance and training. Resources include investments in those areas that support services to all customers. Technical assistance encompasses resource guides and individualized consultant services. Training focuses on providing background information and technical knowledge necessary for local areas to fully implement a local one-stop system.

The guiding principles of universality, customer choice, integration and performance measures are the foundations of the system. The concept of a local system is greater than mere stand-alone centers.

A monitoring process to review system-wide adherence to the approved local plan has been established and implemented by the Division. Standardized and targeted training is offered statewide on new skills and system enhancement to expand staff abilities.

3. *Identify any additional state-mandated one-stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the one-stop career centers.*

The Division of Workforce Development was created by Governor's executive order 99-03 in February 1999. In this order the Department of Social Services (DSS) is linked to the Division and several other agencies through their employment and training functions.

In February 2003, the Governor's Executive Order 03-04, which transferred a large portion of the employment and training portion of the Temporary Assistance to Needy Families program from DSS to the Division, effective July 1, 2003, created the Career Assistance Program (CAP) and strengthened this voluntary relationship. The additional transfer of the employment and training functions of the Parents' Fair Share (PFS) program, and the continuation of contractual agreements for the Missouri Food Stamp Employment and Training Program (METP) further reinforced this affiliation, and enhanced integration into the one-stop career centers. As a result, these key agencies are mandated to blend strengths and merge resources to create a successful, coordinated, and customer-oriented system.

I. Oversight/Monitoring Process

Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements, etc. (s112(b)(14))

The Division conducts annual Continuous Improvement Reviews (CIRs) of each workforce investment region that consist not only of compliance reviews, but also of overall assessment of career center system processes. One-stop operator staff, staff from the local WIBs, and the local Continuous Improvement team meet with staff and discuss customer flow, performance, and service integration within the career centers in their region. CIR staff also observe these processes on-site, to identify any inconsistencies in information presented. Missouri Career Center staff and

customers are interviewed as a part of this process. Staff from partner agencies are invited to participate in the reviews.

In 2004, the Division initiated a mystery shopper process to evaluate customer service, accessibility of services for diverse populations (race, ethnicity, disability, economic/skill status, etc.), and service integration at the Missouri Career Centers. This process evaluated services to both business and job seeker services delivered through the one-stop system. Results are reported to the local boards who are responsible for making any necessary improvements indicated by the report.

Regions sanctioned by the state for not meeting their Title I negotiated performance outcomes are required to submit performance improvement plans for approval by the state. Division staff provide technical assistance in the development of the plans and follow up to measure the outcomes of the plan.

J. Grievance Procedures

Attach a copy of the state's grievance procedures for participants and other affected parties (including service providers). (ss122(g) and 181(cc))

See Attachment 5.

K. *Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems. (ss112(b)(17)(A) and 112(b)(2))*

1. *State guidelines for the selection of one-stop providers by local boards;*

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for WIA as published in the Federal Register, one-stop operators "are responsible for administering one-stop centers". Guidelines for selecting one-stop operators are as follows:

- (a) The local board, with the agreement of the chief elected official, must designate and certify one-stop operators in each local area. The types of entities that may be selected as the one-stop operator include:

- 1) A post-secondary educational institution;
- 2) An employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- 3) A private, non-profit organization (including a community-based organization);
- 4) A private for-profit entity;
- 5) A government agency; and
- 6) Another interested organization or entity.

(b) The one-stop operator is designated or certified:

- 1) Through a competitive process, or
- 2) Under an agreement between the local board and a consortium of entities that includes at least three or more of the required one-stop partners identified at Sec. 662.200. (WIA sec. 121(d).)”

2. *Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the one-stop delivery system;*

Should an impasse occur and an MOU cannot be completed at the local level, the following procedure will be used. If an impasse occurs, the partner refusing to sign the MOU will be reported to the state level representative of that agency. The state-level representative will have the authority to override the decision of the local partner representative. Continued refusal of the agency to cooperate locally and at the state level will result in a referral of the impasse to the State One-Stop Executive Team. An impartial hearing will be conducted by the One-Stop Executive Team. If the impasse is not resolved as a result of this hearing, the state board will recommend to the Governor that the local agency representative not be a member of the local WIB.

3. *Criteria by which the state will determine if local boards can run programs in-house;*

The state board (MTEC) has established policy that no core or intensive services should be provided by local WIBs, their staff or administrative designees, nor shall they be designated or certified as a one-stop operator. Local elected officials, however, shall be able to apply to the state board for a recommendation to the Governor for a final decision for an exemption to this service

prohibition, if it can be shown there are no feasible alternatives to direct service provision.

4. *Performance information that on-the-job training and customized training providers must provide;*

The Division will require local one-stop operators to collect performance information for on-the-job training providers. That information shall be disseminated upon request. The performance information collected shall include at a minimum:

- ♦ The service provider's rate of placement of individuals into unsubsidized employment;
- ♦ The rate of retention in unsubsidized employment six months after entry into employment; and
- ♦ Earnings received in unsubsidized employment six months after entry into employment.

5. *Reallocation policies;*

- ♦ In accordance with WIA Title I Section 128 (c), 133 (c) and 20 CFR (Code of Federal Regulations) Part 667.160 (a), the Governor may choose to reallocate local workforce investment area adult, youth, and dislocated worker formula allocated funds among local areas in the state.
- ♦ If the Governor chooses to recapture WIA funds from local areas for reallocation, such amounts for each program will be determined separately and in accordance with 20 CFR Part 667.160 (b), based on an obligation report for each program submitted by each local workforce investment area that reports obligations on June 30th of the program year. The obligation report will additionally identify the amount of funding subject to recapture by the Governor and be signed by the local workforce investment area chairperson. The timeframe for the submittal of the Obligation Reports by the local workforce investment areas will be provided by the state. "Obligations" means the amount of orders placed, contracts and subgrants awarded, goods and services received and similar transactions during a given period that will require payment by the entity during the same or future period [29 CFR Part 95.2 (t) and 29 CFR Part 97.3]. For Obligation Report form purposes, "Allocations" shall mean the WIA formula amount awarded each local workforce investment area for the Adult, Youth, or Dislocated Worker Programs; "Transfers" shall mean those allowable local workforce investment area transfers between programs included in the local plan (modification or revision as

determined necessary by the Governor) approved by the Governor at June 30th applicable to that Program Year funds; and “Administration Reserved” shall mean that amount as identified, included, and as approved by the Governor in the local plan (modification or revision as determined necessary by the Governor) for the Adult, Youth and Dislocated Worker Program.

- ◆ Funds recaptured from local workforce investment areas from the Adult, Youth, or Dislocated Worker Programs shall be reallocated to those eligible local workforce investment areas as defined in 20 CFR Part 667.160 (c). The reallocation shall be made to eligible local workforce investment areas in accordance with the procedure identified in WIA Title I Section 128 (c)(3) for the Youth Program and Section 133 (c)(3) for the Adult or Dislocated Worker Program.
- ◆ In accordance with 20 CFR Part 667.107 (b)(1) formula funds allocated by the state to the local workforce investment areas for the WIA Title I Youth, Adult, or Dislocated Programs for any program year are available only during that program year and the succeeding program year (notwithstanding the reallocation procedures set out herein). In accordance with 20 CFR Part 667.107 (b)(2) ALL formula funds allocated to a local workforce investment area for the Adult, Youth or Dislocated Worker Programs not expended by the local workforce investment area at the end of the second year of availability for that program year source of funds shall be returned to the state to expend in the third year of availability as described in 20 CFR Part 667.107 (2)(i and ii).
- ◆ Each local WIB for their Title I Adult, Youth, and Local Administration formula funds must expend all funds from any prior year plus at least 80% of their current year allocation by June 30 of each year. The local WIB for their Title I Dislocated Worker formula funds must expend all funds from any prior year plus at least 85% of their current year allocation by June 30 of each year. Allocation refers to the local area original formula allocation adjusted as appropriate by transfers between programs that have been approved in the local plan. The higher expenditure requirement for the Dislocated Worker Program reflects the rate DOL used in their analysis, plus it reflects that the state is providing Rapid Response funds to each area for training that DWD Issuance 18-01 should allow them to attain a higher overall expenditure rate. These rates are

the historical expenditure levels required in Employment & Training programs prior to WIA.

Those WIBs who fail to meet the minimum expenditure levels would have the amount below the minimum expenditure level de-obligated from them. The areas that met or exceeded both their performance numbers and minimum expenditure levels in the prior year would be eligible to receive a portion of these funds. The performance evaluation for the purposes of re-obligation of these funds only shall be based on the fourth quarter performance data, so that the funds are available in a timely manner. The annual performance for all other purposes including the sanction policy shall continue to be based on the final data included in the annual report. If the total amount de-obligated is more than \$ 200,000 per program, the state would reallocate by a formula based on their prior year expenditures. If the amount de-obligated is less than \$ 200,000 per program, the state would have the discretion to make awards to the highest performing areas. This would prevent the policy forcing the state to make insignificant awards that do not justify the additional work required to accept the funds. A maximum re-obligation of 30% of an area's current year allocation will be applied to ensure that areas receiving additional funds can be expected to expend them during that year. All the sub-state allocated funds must be allocated to some region so, if the maximum 30% re-obligation would cause any funds to remain un-obligated, then the amount to be de-obligated will be reduced proportionally until it equals the amount to be re-obligated.

6. *State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level; [Note: DOL changed the limit to 30% last year, so the state revised the narrative below to reflect that limit.]*

In accordance with WIA Title I Section 133 (b)(4) and the CFR Part 667.140 (a) and (b), a local WIB may transfer up to 30% of a program year's formula funds allocated to the local workforce investment area for a program year between the Adult Employment and Training Program and the Dislocated Worker Employment and Training Program with the approval of the Governor. The local WIB may not transfer funds to or from formula funds allocated to a local workforce investment area under WIA Title I for the Youth Activity Program [20 CFR Part 667.140 (c)].

- ♦ Transfers between the Adult and Dislocated Worker Program must be identified in the local workforce investment area plan (modification or revision as determined necessary by the Governor) jointly submitted for the Governor's approval in accordance with Division planning procedures issued.
- ♦ Transfers between the Adult and Dislocated Worker Program will be required to be explained or described in the local plan to include the following information: 1) general purpose or reason for the transfer between Adult and Dislocated Worker Program; 2) an explanation of the need for the transfer between Adult and Dislocated Worker Programs (example: an increase in the number of welfare recipients in the area and/or a decrease in the number of plant closings and mass layoffs); 3) narrative explanation of how the transferred funds will be used (example: increased staffing at the one-stop in the local areas, tuition assistance for dislocated workers, etc.); 4) if Dislocated Worker Program funds are being transferred to the Adult Program, justification that clearly demonstrates there have been no significant plant closings or mass layoffs in the area in recent months; and 5) modifications or revisions to the approved local plan to transfer funds between the Adult and Dislocated Worker Programs must include all of the information required above in 1-4. The Governor will not approve modifications or revisions to the local plan at the end of the program year to transfer funds to avoid under-obligation or under-expenditure penalties or reallocation of funds.

Transfers between the Adult and Dislocated Worker Programs are based on the local workforce investment area original, reallocated, or re-allotted formula allocation for a program year.

7. *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training; and*

Local areas should examine the broad range of services available under WIA when developing strategies to meet the needs of these groups. In addition, local staff should be cognizant of services provided by other agencies, such as Division of Vocational Rehabilitation, Family Support Division and appropriate community-based organizations, and collaborate with these partners in providing services to customers

8. *If you did not designate this responsibility to local boards, provide your state's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (ss112(b)(18)(A) and 20 CFR 664.210)*

The state has delegated the authority to define the sixth Youth Eligibility Criterion to the local boards.

IX. SERVICE DELIVERY

Describe the approaches the state will use to provide direction and support to local boards and the one-stop career center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (s112(b)(17)(A)) Activities could include:

A. One-Stop Service Delivery Strategies (s112(b)(2) and 111(d)(2))

1. *How will the services provided by each of the required and optional one-stop partners be coordinated and made available through the one-stop system? (s112(b)(8)(A))*

The Division implemented the *Service Integration Guidelines* to ensure that coordination of services is in fact implemented with each partner in order to achieve seamless service delivery to customers. The Continuous Improvement Team has been charged with the task of observing and evaluating the implementation of the integration guidelines as part of their ongoing continuous improvement reviews.

Through the *Service Integration Guidelines* document, common services such as resource area assistance, orientation to services, workshops, job development, etc., are provided through a team approach, coordinating and integrating partner services to customers.

To ensure consistency of quality across the one-stop delivery system, the state board, has established a statewide vision and measurement architecture, encouraging the local WIBs to use this framework for innovation in the design of the one-stop career centers. This framework, called the *One-Stop Operator Designation/Certification Guide*, places the primary authority and responsibility for coordinating the services provided through each career center to the local one-stop operator. All one-stop operators

must ensure that access to core services identified under WIA must be made available through a one-stop career center and a memorandum of understanding must be in place with each of the partners located in a one-stop career center.

2. *How are youth formula programs funded under (s128(b)(2)(A)) integrated in the one-stop system?*

Through a contract with the State of Missouri, the local workforce investment board (WIB) is responsible for the integration of services in Missouri's one stop delivery system. Utilizing an RFP process and recommendations from WIB Youth Councils, grants for service providers of youth programs are awarded. Through partnerships and contracts, youth services are coordinated and integrated into the one-stop delivery system.

Administration and over-site of all formula funds, including youth and adult programs are the responsibility of the local WIBs.

All youth applicants who meet eligibility requirement under WIA complete a comprehensive assessment and, an individual service strategy. Through a referral process, youth participants are connected to other needed services in the one-stop center or other partner agencies.

All Missouri residents have access to one-stop career center self-help services regardless of age, eligibility, or employment status.

A primary goal of the state's youth services plan is to improve the integration of services to at-risk youth in the one-stop system. Missouri will collaborate with state and local agencies, such as the Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, health networks for migrant and seasonal workers, teen parenting support groups, community based-organizations, Job Corps and one-stop-delivery system to insure that seamless services are made available to the neediest youth.

The State of Missouri will provide comprehensive services to youth by developing broad goals and policies at the state level that can be customized at the local level by WIB Youth Councils comprised of local youth advocates, business and industry partners, and representatives of organizations that have experience with respect to youth activities. These local Youth Councils will create a comprehensive delivery system to meet the career development needs of the local youth population.

The State will provide eligible youth:

- Effective and comprehensive services for achievement in academic and employment success through a variety of options for educational improvement, skill competencies, and connections to employers;
- On-going mentoring opportunities with adults committed to providing such opportunities;
- Opportunities for training;
- Continued supportive services;
- Incentives for recognition and achievement;
- Opportunities for activities related to leadership, development, decision-making, citizenship and community service.

Youth will be provided information about appropriate activities through the local one-stop system. Together staff and youth will design an individual program that will ensure success in education, training, and employment opportunities.

3. *What minimum service delivery requirements do the state mandate in a comprehensive one-stop center or an affiliate site?*

As stated in contracts for Career Assistance Program (CAP) with local WIBs:

“All services will be available in all full service Missouri Career Centers and accessible in affiliate sites, as needed. Provisions of services in affiliate sites do not negate the contract provisions regarding use of Missouri Toolbox and Real Time data entry.”

4. *What tools and products has the state developed to support service delivery in all one-stop centers statewide?*

The Division has developed an intranet training webpage, which features the Division’s Training Calendar, online course registration, and training request forms. The Training Unit conducted 6 Focus groups in the fall of 2004, in which 85 Division staff and partners provided practical information on improving services for its customers and streamlining various processes. These groups were followed by 15 Career Center visits to discuss training needs and curriculum development. In addition to the O*NET overview and Strategic Planning sessions at the 2004 Governor’s Conference, the Division has developed MAWD

Certification courses. (To date, 163 staff have become certified.) Other training includes New Employee Orientation Course, Domestic Violence Awareness training, and training for Missouri's Reentry Program for ex-offenders. Plans for future training include implementation of new GYRUS training management software, Case Management, Regional Employee Orientation, O*NET, GreatHires and Toolbox training, Safety/Security Career Center staff training, and much more.

5. *What models/templates/approaches does the state recommend and/or mandate for service delivery in the one-stop centers? For example, do all one-stop centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every one-stop center? Are all one-stop centers required to have a resource center that is open to anyone?*

To strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses, the Division provided resources to all local WIBs to create local Business Outreach and Services Plans. These plans, designed to enhance one-stop services to businesses describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts among the WIBs, and one-stop partners while ensuring local employment and training systems are demand driven, promote economic security for local communities, and streamline delivery of business services. These plans further efforts to move the State's employment and training system from being job seeker-oriented to being business-focused. Teams representing the various partners involved with conducting business outreach meet regularly to ensure business are provided coordinated single-point-of-contact services.

Missouri's one-stop centers provide a uniform system of access to the business customer not only in an electronic mode of operation via GreatHires.org (the state's internet-based job-matching system), but also through the availability of on-site business friendly services and interviewing rooms located at each one-stop career center. Each one-stop is required to have a resource area that provides open access to anyone interested in accessing all career centers services. Integrated delivery of services and resources are mapped out for every customer that accesses the system. These resources are provided in multi-media formats designed to meet individual customer needs. Americans with

Disabilities Act (ADA) compliant and assistive technology equipment is also available in each Career Center.

Policies and strategies have been developed in a cooperative and collaborative environment in which all one-stop partners are involved in the development of the service delivery process to all customers that access the system. This has created a seamless flow of services to meet the customer's expectations. This seamless delivery system provides the job seeking customer access to training to increase their skills in high-growth career fields.

B. Workforce Information

A fundamental component of a demand-driven workforce investment system is the integration and application of the best available state and local workforce information, including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (ss111(d)(8), 112(b)(1) and 134(d)(2)(E))

1. *Describe how the state will integrate workforce information into its planning and decision-making at the state and local level, including state and local boards, one-stop operations, and case manager guidance.*

MERIC will deliver a series of analysis products centered around three categories to local WIBs: career analysis products, industry analysis products, and economic development products. MERIC will produce the following career analysis products: (1) KSA (Knowledge, Skills & Abilities) Clusters, which statistically groups occupations based on similar sets of knowledge, skills and abilities for use in career path and career transition analyses; (2) skills profile analysis, which details the knowledge, skills and abilities of one or several occupations for use in career and curricula planning; (3) Training and Education for Tomorrow's Workforce, which identifies future demand for knowledge, skills and abilities based on projections data; and (4) Dislocated Worker Transition Tool, which assists career counselors in transitioning dislocated workers from declining industries/careers to growing industries/careers.

MERIC will produce the following industry analysis products: (1) Labor Shed and Commuting Analysis, which profiles a community's workforce in terms of where people work; (2) Local

Employment Dynamics (LED), which provides quarterly workforce indicators on job creation, destruction and turnover by industry and basic demographics; (3) LED Worker Origins and Destinations, which is an interactive mapping tool that displays the labor and commuting sheds at the sub-county level; and (4) Seasonal Hiring Patterns, which is a statistical analysis predicting seasonal hiring patterns by industry and WIA.

MERIC will produce the following economic development products: (1) Workforce Investment Area Gap Analysis – Needs Assessment, which provides for each WIA a detailed analysis of the local economy and labor market; (2) Workforce Investment Area Gap Analysis – Custom Research, which provides for each WIA customized research on special issues identified by local WIBs from the Needs Assessments; (3) Workforce System Scorecard, which is an overview of Missouri’s workforce system focusing on the economic, education and workforce environments; (4) Job Vacancy Survey, which provides information on the current demand for jobs and skills in Missouri; (5) Self-Sufficiency Standard, which provides an estimate of the required wages to support a household by county and for 70 household types; (6) Economic Conditions and Trends, which provides an overview of Missouri’s economy and labor market on a monthly basis; (7) Entrepreneurship Analysis, which provides baseline economic and demographic data on entrepreneurs and self-employed person across Missouri’s regions; (8) economic impact modeling services to estimate the direct and indirect impacts of economic changes in local economies, and for use in fiscal cost-benefit analyses; (9) Census data analysis services; and (10) Geographic Information Systems mapping services.

MERIC’s analysis products are anticipated to have the following outcomes: (a) to assist WIBs in helping job seekers make informed decisions about career and education choices; (b) to provide more current information on the demand for jobs and skills; (c) to assist WIBs in identifying current and future workforce needs, and to develop strategies to address those needs; (d) to provide information on the performance of Missouri’s workforce system; (e) to provide cost-benefit and evaluation services to WIBs programs; and (f) to provide WIBs with comprehensive and customized economic and workforce research services as requested.

2. *Describe the approach the state will use to disseminate accurate and timely workforce information to businesses, job seekers and employment counselors, in easy to use formats that are readily*

accessible within one-stop career centers and at remote locations, such as libraries, schools, worksites and at home.

The MERIC website will be revamped and organized around customer groups, including job seekers, employers, workforce boards, economic developers, and researchers. Special attention will be paid to the ease of navigation of the new site. Several third-party vendors have been interviewed for this overhaul by a panel that includes representatives from MERIC, the Division of Workforce Development, MTEC and WIBs (note: WIB representatives were not able to be in attendance at the recent vendor demonstrations). Besides new organization and better navigation, new data elements and special features will be added based on the use of Missouri's ALMIS Database, DOL's data, other federal agency data, and private sector generated data. If hosted by an outside vendor, MERIC will explore the additional option of being able to create and incorporate customized web applications to the site. The ability for WIBs to post their own content will also be investigated. Finally, a great effort will be made to make the site reinforcing of GreatHires, Missouri Location One, and other web redesign efforts underway (e.g., including the development of a career website through WIA incentive funding), rather than duplicative. The end result will be the most comprehensive, timely, and user-friendly labor market information website ever produced for use by policymakers and citizens in the State of Missouri.

New approaches are now in the process of being designed and implemented by MERIC to better develop and disseminate labor market information, to better train LMI users on what information is available, and to better gauge the need for specialized training on the use of LMI for policymaking. Major initiatives on these fronts include:

- The development of a general LMI Overview CD produced in cooperation with the LMI Training Institute.
- The creation of a directory of MERIC staff, contacts and available information.
- Hosting an LMI Users Conference in the late spring/early summer 2005. Specific emphasis at the conference will be placed on navigating the new website, recent and upcoming product releases, training on specific research methodologies, feedback and planning sessions with customers, networking with other LMI users, hearing from renowned keynote speakers, and the unveiling of the economic forecast for Missouri for the new fiscal year.

- Hosting a series of regional meetings with WIB Administrators and designated staff on the use of LED information, including the new origin/destination mapping information available to Missouri in 2005.
- Initiating contacts with WIBs, Career Center Staff, the Division's Business Representatives and other key customer groups on their need for LMI products and specialized training. The pilot for this format has already taken place with the Division's Business Representatives. A facilitator and structured exercises were used to work through the questions:
- Following up from these meetings with new LMI product and training offerings.
- Participating in various conferences, meetings and functions as requested to explain available LMI or MERIC services.
- Signing more people up for e-mail distribution service and electronic newsletter.
- Utilizing the mobile computer training lab and electronic training feedback system to better deliver training services and to improve upon them in the future.
- Organizing an "LMI for Workforce Board Planners" course in conjunction with the Labor Market Information Training Institute. The course would provide information about workforce information resources and practical applications of that information for workforce development needs.

Knowledge of LMI and how to use it is key to the planning process as well as to many aspects of customer service delivery. Trained board members and WIB staff, as well as trained front-line staff in career centers, is a key to improving performance of the workforce development system, in support of this plan. Improved use of latest information in planning activities. Improved use of information in delivery of services to individuals and businesses. Improved outcomes through the use of quality information in informed decision-making.

3. *Describe how the state's Workforce Information Core Products and Services Plan is aligned with the WIA state plan to ensure that the investments in core products and services support the state's overall strategic direction for workforce investment.*

The development of the Workforce Information Plan was initiated by the Missouri Economic Research and Information Center (MERIC, the LMI unit) staff contacting the Executive Director of the Missouri Training and Employment Council (MTEC), the state board. After initial consultation, a team was formed that included LMI staff, MTEC staff, planning staff from the Division of

Workforce Development, and representatives of local WIBs. The team developed this plan through a series of meetings. The plan was subsequently approved by the executive committee of MTEC and then by the full MTEC. This is not the end of the team's work and MTEC's oversight, but the beginning. The team will continue to meet regularly (usually monthly) throughout the program year to monitor progress and to make adjustments to the plan activities, as necessary during the year. Regular reporting to the MTEC will insure that it is kept up to date on progress of LMI activities in support of the plan. The MTEC will have the ability to make adjustments during the year to insure that the goals of the LMI and workforce information system and of the state's workforce development system are met.

The initial *Missouri Strategic Five Year Workforce Investment Act and Wagner-Peyser Act Plan* included the following critical elements: universal access, lifelong learning/choice, integration, and accountability. These tenets remain viable in Missouri and will continue to guide much of its direction. Missouri has assured universal access and integration by providing labor market information on the Missouri Economic Research and Information Center (MERIC) website and on the Division of Workforce Development website www.GreatHires.org. Learning and choice are provided through the publication of Occupational Employment and Wage Data along with Occupational Projections on websites and computer CD disks. Accountability is provided through directly providing One-Stop Centers and Local Workforce Investment Boards with LMI and requesting their feedback on the quality and usefulness of the data.

The state board provides the policy development and oversight for the workforce investment system in Missouri. Working with the board provides an expedient method of identifying the data and research needs for the workforce system for both the near term and long term. This allows for better planning of future information requirements for all stakeholders.

Highlights of the MTEC strategic vision are shown below:

Vision: Missouri will maintain a vigorous economy through a highly skilled and globally competitive workforce that allows all Missourians the opportunity to reach their full potential.

Mission: To provide leadership that creates a world-class workforce system ensuring Missouri's competitive advantage in the global economy, by developing systemic policies, plans and standards that promote best practices.

Leadership: The Governor has called upon MTEC to assess the workforce investment system: publish the State of Missouri's Workforce report; and develop systemic policies, plans and standards that promote best practices and ensure public accountability. The Council, local Workforce Investment Boards, and the Regional Technical Education Councils (RTECs) will work with business, labor and education to identify common sets of essential and technical skills required for effective work in major occupational and industry clusters.

Strategy: Full integration of workforce and economic development functions will result in better outcomes for students, job seekers and businesses and will be evidenced by an increase in market share for the public workforce investment system. Achieving full integration will require excellent working relationships among state departments, local workforce investment boards, career centers, as well as educational and community-based service delivery systems. Quality customer service can be best achieved through community-based decision making that is based on timely labor market information.

The key role played by labor market and workforce information in decision-making and in quality customer service is clearly recognized and articulated. The identification of occupation and industry clusters and development of related skills information are identified as key LMI activities that will support the strategic vision of the state board. Many of the products described below will be delivered to the state and local WIBs through written reports and presentations at state board meetings and other meetings. Ongoing consultation with these groups will discuss findings of the various projects as they develop.

4. *Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools, including America's Career Information Network and Career Voyages.*

MERIC will deliver five core ALMIS products: (1) continue to populate the ALMIS database with Missouri labor market data, specifically CES, OES, Projections, InfoUSA, ONET, and QCEW data; (2) continue to develop and upgrade the ALMIS database structure by converting to ORACLE 10G and upgrading to ALMIS 2.3; (3) upgrade the memory and storage capacity of the server hosting the ALMIS database; (4) use ALMIS in populating content

and data extraction on the MERIC website; and (5) continue participation in various ALMIS consortia and conferences.

Career Products include:

- Career Guides—Missouri Statewide Career Guide, Missouri Regional Career Guide. Missouri will produce, publish and distribute copies of the Missouri Statewide Career Guide and the Missouri Regional Career Guide. The Career Guides are used in Workforce Development, Vocational Rehabilitation, High School, Middle School, Career School, Community College, University and Corrections environments. These Guides contain occupational profiles, wage data, occupational outlook data, detail the basics of the career development process and searching for employment. The Guides also contain information about what programs agencies offer to Missouri citizens.
- Career Path CDs targeted to 13-19 year olds. Missouri will produce (6) six CD's (one for each career path). These CD's will contain 3(three) videos of different occupations associated with that particular career path. In addition to the videos, the CD's will also include occupations you would find in each path as well as educational requirements to acquire these occupations, outlook for jobs in these occupations, and entry and experienced wage data. Middle and secondary schools, community and technical colleges, career centers, etc will use the CD's. They will be mailed to the above entities and made available at career fairs, educational meetings, seminars, and career centers. The data for each career path will also be available on the MERIC website.
- Star Posters for display in previous settings plus schools.
- Benefits Survey. Missouri will conduct a statewide benefits survey. This survey will ask employers the types of benefits they offer to their employees and the participation rate of each benefit offered. The results will be published both in a pamphlet format and on the MERIC website. All participants will receive a copy of the survey results. In addition, pamphlets will be made available to businesses, job seekers, students, educational entities, career centers, and at educational meetings.
- Choices – Career Information Delivery System (or related job seeker assessment/information tools). Missouri will offer a Missouri-specific Career Information Delivery System (CIDS) to high schools, workforce development entities, vocational rehabilitation offices and higher education institutions.

- Missouri Choices, the state's current CIDS, offers assessment tools that are O*Net based, including the Work Importance Locator and the Interest Profiler. The product also offers occupational outlook data and wage data by local WIA-designated areas. Users can apply important criterion to occupations, the programs related to those occupations as well as to educational institutions. Missouri Choices also contains a financial aid database users can employ to find scholarship opportunities. Finally, Missouri Choices also offers tools for building a portfolio, cover letters and resumes.
- LMI For Students BY Students. Missouri initiated this program in 2003. Its purpose is to involve students enrolled in vocational/technical graphic arts and printing classes an opportunity to experience a "real-life, hands-on" project that will be distributed to many users. Their assignment is to design and print a brochure/pamphlet containing labor market information relating to a specific topic, such as career paths. These publications will be distributed at both middle and high schools, career centers and made available at career fairs and educational meetings and seminars.
- The Real Game series – Information on careers for grades 3-12 and Adults. Missouri offers The Real Game Series, which is a set of six internationally recognized career development programs serving both youth and adults. Each is designed for a different age or grade level, and focuses on a specific aspect of community building, workplace success, or individual career planning. The Real Game Series provides teachers, counselors and trainers with ready-made activities that address the National Career Development Guidelines, fulfill the American School Counselor Association's (ASCA) National Standards for School Counseling Programs in career development, and reflect skills and competencies from the U.S. Department of Labor's SCANS Report (Secretary's Commission on Achieving Necessary Skills).

MERIC's career products are anticipated to have the following outcomes: (a) assist job seekers and students in making informed career decisions; and (b) assist state and local education and training agencies in curricula planning and resource allocation.

C. Adults & Dislocated Workers

1. Core Services (s112(b)(17)(a)(i))

- a. *Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in s134(d)(2).*

Adults and dislocated workers have universal access to core services in Missouri by two interrelated systems. Access may be gained through GreatHires.org or they may access services through one of the 40+ Missouri Career Centers located throughout the state.

GreatHires.org provides access to information to both employers and job seekers regarding services available at the Missouri career centers and permits employers to post job vacancies on the website. GreatHires.org also allows customers to register on-line and to match job skills with current job openings. The system acts as a facilitator in bringing the job seeker and employer together.

GreatHires.org and its case management/client database component (Toolbox) are being enhanced to create a resource-mapping component to ensure information provided by the customer will map to and show them all services available to them and the partner agencies that provide those services.

Customers seeking assistance at the Missouri Career Centers will receive immediate triage assessment. This process will incorporate the use of the enhanced GreatHires.org internet portal. The Missouri Career Centers will also provide immediate access to computer equipment to allow self-directed work search, labor market information and educational opportunities.

Labor market information and research are made available to customers, Missouri Career Centers and partner agencies through the Missouri Economic Research and Information Center (MERIC), a Division of the Missouri Department of Economic Development. One of MERIC's mandates is to assist each workforce investment area in identifying technical and high growth industries. Customer assessment and skills testing through programs such as Work Keys begin the process of moving the customer toward high growth employment. The use of labor market information

to identify these types of growth industries enables both the state and local workforce investment system and the educational system to create education and training opportunities that lead to employment in these growth occupations.

The Division will continue to address the need to consolidate resources for dislocated workers affected by plant closures and layoffs as they occur due to business closure or relocation outside the United States. The state has established guidelines for co-enrollment. These guidelines focus on assessment and the re-employment plan provided by WIA, Trade Act and Wagner-Peyser staff. The co-enrollment may include the Dislocated Worker Program, Unemployment Insurance/Trade Readjustment Act weekly benefits, Trade Adjustment Assistance and Wagner-Peyser services.

- b. *Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include: (1) self-service; (2) facilitated self-help service; and (3) staff-assisted service, and are accessible and available to all customers at the local level.*

Missouri's full service one-stop career centers will continue to offer a self-service resource area that will allow customers to search for jobs and training opportunities on their own or with assistance from resource room staff. A triage method of identifying customers' need for services and their ability to help themselves will be used. Those customers who do not need help will be allowed to use the resource area whenever they want. Those individuals who need assistance with using computers navigating GreatHires.org will be provided assistance by staff in the resource center. Customers who need or request staff assistance in finding a job or other career center services will be given that assistance.

The Division is in the process of developing an on-line assessment tool that will allow customers to identify services for which they may be qualified for through the workforce development system. This on-line tool will facilitate staff's efforts to ensure all services a customer may be qualified for are made available to them at the earliest possible time. Services identified will not only be

Wagner-Peyser services, but will identify as many partner and community services for adult and youth programs as possible. Strategies are being developed in each local area to ensure that eligible customers who may be using services offered, such as Trade Act, Job Corps and other training are co-enrolled in Title 1, adult and youth programs. Wherever possible, counseling services will be offered to those individuals who have barriers to training and/or employment. When it is identified that customers need assistance with resumes and interviewing skills, workshops will be made available. Wherever possible, workshops will be coordinated with all partner agencies.

Wagner-Peyser services will continue to be provided by state merit staff in the full service one-stop centers. Every effort will be made to coordinate services with additional services provided by other one-stop partners.

The Division will continue the expansion of its concept of a professional resource room in each of its one-stops. Using the triage methodology during the state's one-stop grant implementation process, the Division will continue to upgrade the products available to all customers in order to enhance their ability to make effective decisions. By developing both an employer and a job seeker track of products, these resource rooms become the primary points of entry into the state's labor exchange system.

Customers entering these centers will select the services available to them and be free to conduct their day's business in a totally self-service manner. If customers elect additional assistance, they can request assigned staff to aid them in a facilitated interchange within the resource room or have the opportunity to be assisted in a traditional manner during a one-on-one review of their workforce development needs with trained staff. Counseling services may be provided to those with barriers to employment and/or training.

During the recent transition of its workforce development system, Missouri continued to ensure that Division of Workforce Development employees would remain covered by the state's merit system and that those employees would continue to deliver the public labor exchange functions under Wagner-Peyser.

- c. *Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults*

and dislocated workers, as well as resources provided by required one-stop partner programs, to deliver core services.

The Division will continue to explore resources that will enhance the services provided to employers and customers to encourage employment in the high growth and high tech fields of employment. Where possible, policies will be developed to increase use of partner funds or incentives to improve the process.

In order for the Division to maintain consistency in the delivery of services, staff sections are organized by program function in the state central office. Four main sections Fiscal Administration, Program Operations, Business Relations and Field Operations organize the Division. For example WIA, Trade Act and Wagner-Peyser Trade programs are located in the same section. State program staff are located in close proximity to the administrative functions, and the monitoring and policy staff. This allows for immediate interactions, discussion and team membership.

The Division has a long history of utilizing intra-program teams, most notably when WIA was passed, then staff from all programs and all partners were asked to participate on teams to develop the new vision for Missouri, necessary to enact the provisions of the new law. At the same time, a new division was being formed within the Department of Economic Development. It merged the new WIA functions with the Wagner-Peyser functions. This team process of partners has been a mainstay in policy development for the division and is adapted at the local level to formulate local policies.

Despite the differences between regions, all centers greet job seekers, identify what their needs are, and assess how best they can be served. How a particular center performs these activities depends on the size of the center and the number of partners housed in that location. Some of the larger metropolitan centers have a very regimented format that is followed as a job seeker transitions through the center's services with the various partners. The effort in all centers is not to pass the person from program operator to program operator, but to identify the needed service and make sure that it is provided. For example, a Kansas City Career center operated by a partner agency, the Full

Employment Council, uses a questionnaire at their front reception that a counselor uses to direct the person within the center's partners, based on their answers. Smaller centers generally will use a questionnaire to begin the triage process within their center.

All centers have a resource area, where job seekers who are capable of helping themselves may do their own job searches. Assistance is provided in each career center in their resource areas by designated staff. That staff in the resource area may be state staff or partner staff, depending on who may be available or scheduled to be in the resource area that particular day. All job seekers will be given a seated interview if they request this service. Services available from each of the partners housed in that center are explained to participants, either through the use of pamphlets, group orientation or during a seated interview. Currently, the Division is building into the GreatHires website information that will allow job seekers to do a self assessment, which will provide a listing of possible services and programs the customer may be eligible for. This will further strengthen the integration between partner agencies and awareness to all customers.

The Division is in the process of enhancing its internet-based job-matching system, GreatHires.org; and its case management component Toolbox. This will enable the system to provide an automated resource-mapping component for the customer.

The state currently maintains forty-two career center sites located strategically in both rural and metropolitan areas. Many of these locations are full service one-stop providers. With implementation of the enhanced internet system, GreatHires.org, the state's integrated workforce services are available to all partners and can be accessed by them at all of their locations throughout the state. The Division maintains the system, upgrades it regularly, and provides access to all partners.

To a degree, federal and local policy limits the interchange of staff integration. Integration is encouraged in all offices regardless of size. Many small offices do this now out of necessity to provide adequate customer service. Cross training when possible is provided to ensure the needs of all customers are met. Continual assessment of services available and delivery of services enable the state to

incorporate new training and job duties to staff that meet the needs of customers.

As the Division moves to utilize GreatHires.org in the customer assessment process, the need for co-enrollment will become customer driven.

The Division provides quarterly reports to the WIBs regarding program performance. WIBs not making progress toward successful outcome goals are offered technical assistance to help identify problem areas and explore ways to improve performance. Failing WIBs are required to provide corrective action plans to ensure movement toward successful program outcomes. As common measures are implemented, training is provided to ensure consistent application of the programs and measurement of the outcomes.

Due to the complexity of the individual needs of customers, identification of potential partners becomes paramount in delivering a full range of services. As the need arises or as new partners or target groups are added to the system, the Division takes the proactive lead in bringing them into the network. Educating these partners to the Division's service provider network and inviting them into the state's partnership helps extend the state's reach in meeting both the employer and job seeker needs. When necessary, written agreements are established to insure consistency in the overall operations.

A customer needs assessment built into the Division's enhanced Greathires.org automated system allows service providers to quickly focus on the immediate needs of the customer and then use the combined resources to meet these needs. This automated process eliminates duplication and eliminates those resources that do not meet the customer's employment plan. It also allows for resources from multiple programs to be used to address customer needs.

The assessment process built into GreatHires.org is the first step in developing a customer's employment plan. It provides the initial information about the customer. It's also the foundation used by the service providers in meeting the customer's needs. The initial assessment is available to all partners and provides the basic information to determine customer needs and eligibility of services. Additional areas such as Trade Act and Dislocated Worker Programs will be evaluated to determine similar functions where consolidation can occur. This is being done with

Rapid Response functions so an efficient and consistent message is delivered to employers and dislocated workers.

The Division will continue to look for ways to consolidate resources and functions on the state and local levels. Participation in national workgroups, sharing of ideas, and exploring and rethinking service delivery is an ongoing process. When possible, training and technical assistance will be provided, with consideration given to expanding the state's annual workforce conference to include new partners and new ideas. The Division also delivers annual training, which brings local Rapid Response/Dislocated Worker and Trade Act personnel together for service integration training.

The Division operates under a streamlined administrative management structure. Program staff and oversight of field operations work in close proximity. Close working relationships are maintained with partner agencies. Open lines of communication in all directions are maintained to ensure the rapid flow of information necessary to meet the needs presented by the customer base.

With the implementation of the common performance measures, partner agencies are able to realize their role in program performance and be an asset in addressing the needs of the customers. The Division maintains a process to report regular performance information. This information is then shared with the partners and used to show their impact on the overall progress of the program.

As the workforce development system continues to evolve to meet the needs of employers particularly in the high growth and high tech jobs, one of the components of the enhanced GreatHires.org automated system will allow customers the opportunity to identify gaps in their skill level and explore skill requirements for employment in these fields. By using the combined resources of the employers, MERIC, and the Department of Elementary and Secondary Education (DESE), customers will be able to target their training needs using shared program funding to complete the training they need to succeed.

Inter-agency teams are formed to explore consolidation of ever-shrinking resources. State level groups rely on the expertise of state and local staff to identify common services. Input from the business community and the customers are used together to develop new resources. The enhanced GreatHires.org system will allow the entire

workforce system to track service gaps and then work with all of the one-stop partners in meeting these needs.

The Division currently has policies in place that include co-enrollment of WIA, CAP, TAA, Parents' Fair Share and all of the Wagner-Peyser services. The Division staff working in local offices provides the staffing to many of these programs, and work directly with WIA and other partner staff.

The Division has maintained a long-standing relationship with DESE to provide liaison assistance with the educational community. DESE has developed the state's approved training provider list. It operates as a clearinghouse for payments to approved schools for WIA programs, and provides updated payment tracking information.

Locally, the educational community is an active partner in the workforce development system. The Division continues to encourage the strengthening of ties with this valuable resource.

The state's customized training program opens the door for a new set of opportunities to tap into partnerships with employers looking to assist in upgrading the skills of their workforce. As these relationships are established, local programs are able to gain insight into the skill needs of the employer and the educational community to tailor its services to meet these needs. This also provides additional information for the customer in making training selection decisions.

The Division of Workforce Development is a division of the Department of Economic Development within Missouri state government. The working partnership with the economic development community both statewide and locally has been developed over a long time and is considered strong. The economic development community relies on workforce programs to assist in supplying qualified workers to new and expanding business. Services are available through workforce programs to assist workers needing help in finding new employment.

In an effort to ensure that all services available in Missouri's career centers are made available to customers, flow charts have been developed identifying how Wagner-Peyser and other partner agency services are delivered. Each career center has a unique chart depicting how services are delivered to customers. Wagner-Peyser

labor exchange services are available in every full service one-stop. The flow charts were developed using input from front line career center staff. Every effort is made to ensure customers who are in need of WIA adult or youth programs are provided access to those services.

In all full service one-stop centers, Wagner-Peyser, WIA adult and youth services are available. Every effort is being made to ensure that services being offered in each center are seamless to the customer. The intention of both partner staff and Wagner-Peyser staff is to assist customers by identifying services to them, not by identifying the services by program. Every effort is being made to offer those customers who are CAP, TAA and METP eligible all the services that are available. In Missouri, workforce services are offered by partner agencies in all but one region, and in that region, Division staff offer those services.

The Division's issuances are the system used to write and implement policy from the federal government for the state. The issuances are numbered by program year. For example, DWD Issuance 13-99 was issued to identify eligibility documentation for each of the WIA programs. An example of a change to the policies would be DWD Issuance 13-99 Change 1. This indicates a change has been made to the original issuance. Major policy issues are approved by the MTEC and once approved are posted on the MTEC website. This enables all partners to have access to statewide policy documents.

2. Intensive Services (s112(b)(17)(a)(i))

Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in s134(d)(3)(A) receive intensive services as defined.

Upon identification of eligibility and registration in WIA, the GreatHires.org/Toolbox case management system; will assist the customer in identifying resources they need in their employment efforts. Through the use of the assessment process, this system will deliver a customized re-employment plan that meets the individual need of the customer. A career counselor will work with the customer to ensure the re-employment plan is valid and accurate. Once it has been determined that intensive services are needed, the employment plan will be further developed showing the customer

has the interests and aptitudes to be successful in the intensive service component. If an intensive service is chosen the career counselor and customer will determine if the chosen occupational field is a demand occupation in the area the customer will reside. No matter which intensive service is chosen, a career counselor will work with the customer to determine with a high level of certainty the customer will receive employment after the intensive service is delivered.

Continuous Improvement Reviews, technical assistance, and training in the utilization of the automated system will assist the end user in administering the customized re-employment services required by each customer.

The intensive services offered to the customer will in many cases bring to light the need for the customer to improve or learn new skills to become more marketable. The utilization of the current labor market information compiled by MERIC and the partnering with the educational system should be able to draw and encourage the customer into the high growth industries.

Through the use of the automated process, a customer is able to customize the services they need to reenter the job market. Determining available resources early in the job seeker's unemployment will assist in maximizing resources from all programs including WIA and Trade Act. In many cases the need for dual enrollment will expedite the customer's training plan and determine which resources will be used.

3. Training Services (s112(b)(17)(A)(i))

- a. *Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.*

Missouri has focused recently on leveraging of funds by operating several programs that provide a cost savings to the Missouri taxpayer, such as the Career Assistance Program (CAP), Missouri Employment & Training Program (METP), and Parents' Fair Share (PFS), which are operated by the Division.

In order to increase training opportunities and awareness to Missouri residents, the Division has developed marketing contracts with Adamson and V & G (subcontracting under

Adamson) to display ads and billboards, etc. to advertise programs such as WIA, CAP, and GreatHires. This will assist in broadening the base of customers while providing the full array of services available to them.

A contract with Missouri Enterprise has resulted in a career center assessment that has helped the Division to recognize areas of improvement within the one-stop system. This assessment will be utilized in the near future for training purposes in strengthening the areas that need improvement – with employers, job seekers and employees of the Division.

b. Individual Training Accounts

i. *What policy direction has the state provided for ITAs?*

The Division has authorized the Department of Elementary and Secondary Education (DESE) to administer the functions of the individual training accounts on a statewide basis. DESE has established the procedure for declaring training provider's initial and subsequent eligibility. Missouri's policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas.

The administrative policy direction on the provisions for ITAs has been that conditions deeming them appropriate must be defined at the local service delivery level.

Many local workforce investment boards contract with DESE to issue payments to training providers. Through the state's "Toolbox" case management system, regions can access an "ITA" report that will show by individual and by school, the amount of training funds obligated and spent. This tool, provided by the Division, allows closer management of funds being used for ITAs at the local level.

While the State has not set any maximum amount of funds per client in WIA, the local planning

guidance requires each region to identify within their plan, the maximum amount that has been set within the region.

- ii. *Describe innovative training strategies used by the state to fill skills gaps. Include in the discussion the state's effort to leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

The leading innovative strategy to fill skills gaps is being undertaken with the development of regional skills-gap analysis. This effort is supported by the state board, the Missouri Economic Research and Information Center (MERIC) and is explained in detail in Section IV, Economic and Labor Market Analysis.

The local workforce investment boards are in the final stages of completing the planning phase of their analysis. The first phase of this initiative is being conducted through a planning consortium which includes members from the local businesses that helped to survey and identify all skills gaps. It is anticipated that the information provided by these analyses will strengthen regional WIA Workforce Investment Plans and help local Boards to target skill development resources to growing businesses and industries. Once the skills gaps are identified within a region, the local plan will address how the regional workforce investment system will fund training programs that will meet the needs of these local businesses.

The regions will be leveraging additional resources available at the local level. The community colleges, local school districts, vocational schools and other training providers, will be relied upon to be innovative in their thinking and develop on-demand training programs that can be scheduled in flexible methods to meet the needs of the skills gaps within their local communities. Businesses will be

kept abreast of new training opportunities that will meet the skills gaps for their particular industry.

It is anticipated that in the implementation phase of the skills gap analyses, local regions will establish ITAs for the identified skills gap areas. Customers will be given access to the skills gaps information in their areas through the GreatHires website, Career Center resource rooms, and through their individual assessments with partner staff. Through this information, customers will have the knowledge base to choose ITAs that best suit their needs and the employers in their area.

- iii. *Discuss the state's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.*

The administrative plan for WIA Title I obligations is to leave this discretion with local boards. The Division encourages research, policy priorities, and maximizing implementation strategies that target high-growth, high-demand and economically vital occupations. However, the state agencies are not ideally suited for encroaching upon the local board's discretion regarding these priorities.

- iv. *Describe the state's policy for limiting ITAs (e.g., dollar amount or duration).*

Setting limits on ITAs is the responsibility of each local area. Local Boards will set policies guiding the maximum dollar amounts, duration/expiration periods, and uses of ITAs in their respective areas. The cost, duration, and use of ITAs will be established using the most recent available information from the training provider consumer reports, the training choice made by the customer, consideration of other sources of training assistance such as Pell grants, consultation from case managers, and other assessment results as appropriate. When training has been determined as an appropriate service and funding has been

obligated, the customer will be informed of the dollar amount available for their WIA ITA.

- v. *Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.*

Apprenticeship is a partnership between the employer and employee while the employee learns a trade. A sponsored apprenticeship program is classroom training and work experience as the apprentice studies and works to complete the program. WIA Title I funds can be used to pay for classroom training of a WIA eligible apprentice. Apprenticeship training providers are recognized as approved WIA training providers.

The employer apprenticeship sponsor agrees to keep the apprentice employed and to comply with established program standards of the national apprenticeship program. WIA OJT can help fund the work experience portion of an apprenticeship program.

Apprentices are considered employees who receive periodic wage increases as they progress through the program. An apprentice, when funded with WIA money will positively impact the performance standards as they are now.

- vi. *Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly, such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at www.dol.gov/cfbci/legal_guidance.)*

The State Board's policy (see Section IX, H for full policy) encourages the local workforce investment boards to partner with faith-based/community organizations (FBCOs) "that already perform services supplemental to those provided by the

Career Centers, including developing One-Stop access points at the (FBCOs). . . . Monitoring those partnerships shall be the responsibility of the Missouri Division of Workforce Development, to ensure they do not violate any laws prohibiting public funding to promote a specific religious doctrine.”

c. Eligible Training Provider List

Describe the state’s process for providing broad customer access to the statewide list of eligible training providers and their performance information, including at every one-stop career center. (s112(b)(17)(A)(iii))

Missouri’s existing training referral system includes an individualized approach to providing training services. Education funds and training provider data are available for use on demand, creating the capacity for the state to respond to a broad array of training needs. DESE provides customers and local service providers with access to information about approved education and training assistance and program cost data. Local service providers access training funds and training provider information through reports made available by DESE. Training provider data is maintained in an individual training referral report that is available to all customers through local service providers.

Performance/consumer report information that will be available at every one-stop center will include:

- WIA and non-WIA students:
- Number of enrollees, exiters, completers, exiters employed, completers employed, and the percent of completers employed, completion rates of exiters, percent of exiters employed, and wages at placement in employment.
- Data based on only those students who received assistance with WIA funds:
- Number of enrollees, completers, number of completers employed, and the number of completers still employed six months later, the percent of individuals who completed the program and are placed in employment, retention rates in

employment of individuals who have completed the applicable program six months after the first day of employment, and wages received by the individuals who have completed the applicable program six months after the first day of employment.

Other consumer report data available will include listings of training provider course(s) and cost information, catalog/brochures that contain a description of courses, classes, and refund policies.

d. On-the-Job (OJT) and Customized Training
(ss112(b)(17)(A)(i) and 134(b))

Based on the outline below, describe the state's major directions, policies and requirements related to OJT and customized training.

i. *Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

The State of Missouri is currently in the process of redesigning its economic development program to better meet the demands of the business world. Incentive packages are being evaluated for enhancement or elimination. The focus for business attraction and retaining existing businesses remains constant. High growth jobs, as well as high tech jobs, require a highly skilled labor force. Capitalizing on the existing skilled workforce allows Missouri the ability to meet the individual workforce needs of new or expanding businesses through customized training or OJTs that target the specific skills required for the job.

Utilizing the workforce development system helps the state maximize the resources it offers to business and it helps the workers increase their skills and improve their marketability.

ii. *Describe how the state:*

- *Identifies OJT and customized training opportunities;*

There is a demand for OJT among industry and economic developers. In order to maximize resources in the state, the Division is encouraging the use of some federal WIA funds – including formula and 15% - to be used specifically for OJT. The classroom aspect of customized training is currently funded through the state-funded industry training programs, such as the Missouri Customized Training Program.

The ideal opportunity for OJT involves situations where local and state economic development organizations target new businesses, expanding businesses, or retention projects. Local WIB staff and business representatives will collaborate with local economic developers and chambers of commerce to identify those situations.

- *Market OJT and customized as an incentive to untapped employers pools, including new business to the state, employer groups;*

The state will encourage the inclusion of federally funded OJT in local economic development incentive proposals that are combined with state-funded economic development incentive proposals. The incentive proposals are intended to attract or retain targeted growth industries or those industries with a vital economic impact on a community.

Proposals and OJT commitments should be marketed through the local WIA OJT administrator in cooperation with the Division's business representatives, working with local economic developers and chambers of commerce.

- *Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*

In the last year, the state sponsored the implementation of Business and Outreach Plans in each workforce region. The plans were developed by a team of frontline staff from workforce development, education, and economic development, and then approved by the local WIBs. Every plan was required to identify and include high-growth, high-demand industries in its respective region for the purpose of concentrating workforce activities, including OJT.

The state's economic development system is designed so that requests for training assistance and other workforce services are generated locally through chambers of commerce and economic developers. This allows the flexibility to approve training assistance for industries that are vital to their respective communities. It also allows the state to maximize resources and ensure there is no duplication.

WIA OJT administrators and the Division's business representatives will use industry and occupational data produced by MERIC and others to determine and target high growth and vital industries in an economic region.

When industry training needs are not being met through state and local/federal resources, the state may coordinate with local WIBs, economic developers, community colleges and chambers of commerce in identifying areas of deficiencies. In these situations, the respective partners will collaborate to submit requests for assistance through DOL's Business Relations Group Hi-Growth Grants.

- *Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training; and*

WIA OJT administrators will consult with the local WIBs, Missouri Employer Committees,

Chambers of Commerce and the Division in developing strategies that drive competencies and determining appropriate lengths of training.

If it is determined that potential OJT projects experience barriers in achieving the training goals in several regions, the state may request a waiver from DOL to improve access and flexibility for OJT programs.

- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

WIA OJT administrators will coordinate with the state-funded industry training programs and staff, such as the Missouri Customized Training Program and the Missouri Association for Customized Training (MACT), in order to maximize funding and avoid duplication.

Specifically, OJT will be funded through WIA formula funds or through 15% Discretionary Funds and administered through the WIBs. Industry-specific customized and classroom training is funded through state funds and administered through the community colleges.

In addition, state and regional representatives to the Bureau of Apprenticeship Training will be invited on a regular basis to WIB, MEC, and MACT meetings in order to coordinate training delivery and further maximize resources.

4. Service to Specific Populations (s112(b)(17)(A)(iv))

- Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's one-stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, such as migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with*

multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities).

The needs of these groups can best be met by requiring local workforce areas to perform a variety of outreach methods designed to reach the groups targeted above. For instance, community-based organizations partnering in the local One-Stop system can be a valuable tool when attempting to provide information about available services to a broad range of customers. In addition, local areas will be encouraged to actively participate in local marketing efforts. Local areas will be required to provide a broad spectrum of services allowed under WIA, CAP, PFS, and METP in order to best meet the needs of these groups.

Consistent with local labor market and customer needs, the Division and subcontractor staff in each Missouri Career Center, will be able to make available all core, intensive and training services allowed under Title I of WIA, as well as the full range of employment and supportive services allowed under CAP, PFS and METP.

Customers who are eligible for and enrolled in intensive services, all enrolled participants, and non-custodial parents participating in PFS will receive a comprehensive assessment of skill levels and service needs, which will be used to develop individual employment plans. This approach will allow one-stop staff to assess the individual needs of all participants, including those from the groups listed above and individuals with multiple barriers to employment, and prescribe an appropriate mixture of training and services designed specifically to meet their individual needs.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.*

The worker profile program designation is part of the reemployment services offered by Wagner-Peyser. These individuals are UI claimants that are 40% likely to exhaust their UI benefits before finding employment. The individuals are more than likely dislocated workers who

have been part of a mass layoff due to a downturn in the economy or as the result of businesses closing to relocate out of the United States or individuals not associated with a mass layoff or business relocation.

Worker Profilers who are dislocated workers are eligible for WIA services that include training and employment opportunities. Worker Profilers not dislocated from work may also be eligible for WIA services.

Labor Exchange Services are provided for designated UI claimants by DWD staff starting with orientation and evaluation of their needs to become re-employed. Labor exchange services available to them are job development, job placement, self-directed job search, job club, job seeking skills training, resume preparation, vocational guidance with labor market information and other related employment services. Individuals are referred to other program services, such as WIA core, intensive and training services. Career center partner staff provides WIA service.

The purpose for the Worker Profile program is meant to be an early intervention strategy for those individuals most likely to exhaust their UI benefits. A successful outcome for the profiled worker is a quicker return to employment. When UI claimants return to work sooner, there is a savings of the employer's UI benefit charges and the state UI benefit fund.

Missouri will explore ways to ensure that its system is accessible to those individuals who use English as a second language. Missouri will explore products that will translate the workforce and labor exchange system products into the most frequently used languages so that individuals eligible to work in the United States and can read their first language can be served.

Missouri will explore ways to enable partner staff to better serve individuals with a barrier to the English language. The Division plans to approach academic institutions to offer training for Career Center staff in frequently used languages other than English. For instance, a program called Command Spanish is available from academic institutions to assist businesses, whose workforce is primarily Hispanic, learn Spanish.

Missouri will continue to assist local one-stops by utilizing the auto-match unit to match job orders and customers to each other. All unemployed individuals will have an expanded opportunity to be matched with an employer sooner for employment. The expected outcome is to better serve employers more quickly by providing them an employee that meets their needs. The employer maintains their productivity level, there is a savings for UI benefits and the unemployed individual returns to work sooner.

- c. *Describe how the state administers the unemployment insurance work test and how feedback requirements (under s7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

The Division's working definition of the work test for Unemployment Insurance claimants includes the functions of work registration, providing employment services and referral to suitable work. Every night, the Division is notified of all active claimants who are required to look for work. Those claimants whose registrations are already in the workforce system will be activated; those claimants who do not have a registration will be given an opportunity to fully register within the first 4 weeks of their claim. Claimants must make periodic visits to the career center to keep their claim active. Claimants in an active status with a full registration are available for work and will be matched on any job order that matches their skills and job title in the system. An automated notice is sent to the Division of Employment Security, every night following the claimant's visit to a career center. If a claimant does not show up at a career center by the date they are scheduled to make their periodic visit, an issue will be set holding payment of their weekly benefit amount until they have contacted the Division of Employment Security to explain why.

Since the Division of Workforce Development's system is new, and being continually revised, negotiations with the Division of Employment Security is being done to automate the process by which the Division of Workforce Development will notify the Division of Employment Security when a claimant refuses work for which the Division finds suitable. This should be completed in the next 12 months.

- d. *Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the state have a policy supporting co-enrollment for WIA and TAA?*

Specific integration of Rapid Response and the Dislocated Worker Program is accomplished by:

Dislocated Worker Program operators attend all Rapid Response meetings and Dislocated Worker Program operator contact information is provided to the affected workers at all Rapid Response meetings. In many cases, workers attending Rapid Response meetings can start the Dislocated Worker Program enrollment process at that meeting. When the Rapid Response coordinator receives a listing of the affected workers from the employer, that list is provided to the Dislocated Worker Program service provider to ensure that affected workers can be recruited into the program. The Rapid Response coordinator provides follow-up services to all laid off workers involved in Rapid Response events by sending an informational letter to each employee within 15 working days of the Rapid Response meeting. An additional contact is made within 30 days after the layoff and, if necessary, an additional contact may be made within 60 days of the layoff. Also, in most regions, the local Rapid Response coordinator is housed in the same facility as the Dislocated Worker Program service provider. These integration strategies are done whether it's a state or local Rapid Response event.

Wagner-Peyser and WIA staffs are co-located at each career center. Clients can be referred by Division staff to WIA for assessment, supportive services and needs related payments. Client information may be entered in the enhanced Toolbox system and accessible to all partners.

The Division provides for a continuous improvement review process to insure the customer receives maximum benefit of the services available. This process not only includes case review but also process review, and incorporates customer feedback to evaluate the appropriateness of services.

The Division provides statewide training sessions, which include both Trade Act staff and staff from partner agencies. This training provides instruction on sharing of information entered into the Toolbox system. It also includes information on funding from partner agencies.

Metro area offices have one staff person that oversees the Trade Act functions in the various career centers in the area. This provides consistency in services and prevents duplication.

When a potential Trade Act certified company is receiving Rapid Response services, a Trade Act staff person is available to provide Trade Act information at Rapid Response meetings.

WIA programs are in a constant state of assessment with regard to utilizing partner resources. When issues that will improve services or streamline the services to the customers become evident, waivers will be considered.

The Division's partnership with MERIC to provide labor market information ensures labor market information is readily available to the customer. MERIC will perform ongoing employer assessment. The utilization of assessments and reference to labor market information will help the customer focus on specific types of jobs. MERIC will continue to expand its resources to include all workforce partner agencies.

The Division's Trade Act staff located in Central Office allows for implementation of standardized processes and acts as a conduit for state and local policy development.

All training resources available to the customer work in cooperation and coordination to provide a workforce that meets the identified needs of the employers in the local communities.

The Division will continue to utilize the WIA resources which address the needs of the business community by bringing together Rapid Response, Wagner-Peyser, and Trade Act at the local career centers so that a central focus is maintained in all of the programs provided locally.

The Division has an issuance that outlines dual enrollment guidelines. The issuance doesn't specifically address Trade Act/Dislocated Worker dual enrollment, however, it addresses the Division's belief that dual enrollment is a valuable tool to promote integration of services, reduce duplication, improve cost effectiveness and most importantly, improve services to the customers.

- e. *How is the state's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a) above and to ensure they are being identified as a critical pipeline of workers?*

Missouri continues to work collaboratively with business and industry and the education community through the state board. Policies and recommendations have been implemented that prepare customers who have been identified as a critical pipeline of workers so that they may overcome barriers to meeting their employment needs.

- f. *Describe how the state will ensure that the full array one-stop services are available to individuals with disabilities and that the services are fully accessible?*

The State has ensured that full array One-Stop Career centers are available and services are fully accessible for individuals with disabilities. The state is committed to providing the disabled community a conduit to training, employment, and supportive services that will enable them in becoming contributing members of the community.

Listed below are the accessible assistive technological equipment located within the Missouri One-Stop Career Center locations:

- Telephone Amplifier
- Hands-Free Speaker Phone with Large Key Pad
- 19" Monitors
- Alternative Keyboards
- Electronic Enlarging (CCTV)
- Tape Recorder
- TTY with Printout
- Screen Enlargement Software

- Trackball
- Height Adjustable Table
- FM System

In addition to services listed above, one-stop career center staff are available to assist disabled consumers to provide resources as needed and information on various services that are available.

The Division intends to use technical assistance funds to provide training to frontline staff.

State policies allow for an annual review of Missouri Career Centers. This is done by on-site visits by the Continuous Improvement Team. A report is generated to each region with the adequacies and functionality of assistive technology equipment and its ability to meet customer's needs. In addition, the division required that, as a part of the Mystery Shopper project, a minimum, thirty-three percent of the sites visited included an evaluation of accessibility for individuals with disabilities by an individual(s) with disabilities.

The Division was awarded a two-year Workforce Incentive Grant (WIG) from the Department of Labor in 2002. The grant provided funds to workforce areas in Missouri, which provided assistive technological equipment and services to customers with disabilities.

- g. *Describe the role LVER/DVOP staff have in the one-stop delivery system. How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? (ss112(b)(7), 112(b)(17)(B), 322, 38 U.S.C. Chapter 41; and 20CFR s1001.120)*

The DVOP and LVER will be fully integrated into the career centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities for providing priority of service to veterans, but to assist veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their

separate roles. The DVOP/LVER will not be assigned duties that violate Title 38.

The DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

Local offices will be monitored to ensure that programs are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided.

The agreement reached between Veterans' Employment and Training and the state will be the governing agreement for veterans services and for the one-stop operators where funding is used to provide services to the state's veteran customers.

- h. (Department of Labor regulations in 29 CFR 37 require all recipients of federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when federal DOL funds are passed through from one recipient to a sub-recipient.) Describe how the state will ensure access to services through the state's one-stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, May 29, 2003, which provides guidance on methods of complying with the federal rule.*

All customers, regardless of their national origin and language barriers, shall receive, free of charge, the language assistance necessary to afford them meaningful access to the programs, services and information of the Missouri career centers and their contracting partners.

Missouri continues to explore ways to ensure the career center system continues to be accessible to individuals who speak another language. The Division is exploring products that will convert products into the languages of customers not able to speak English. Partnerships with local educational institutions continue to be a resource for providing assistance.

Based on the diversity of the Missouri's Limited English Proficiency (LEP) needs, the state allows the local boards to customize their approach to serving those with limited English. Special grants, such as the migrant youth summer school program in the Southeast region, provide bi-lingual tutoring, testing and job development LEPs.

- i. *Describe the state's strategies to enhance and integrate service delivery through the one-stop delivery system for migrant and seasonal farm workers (MSFWs) and agricultural employers. How will the state ensure that MSFWs have equal access to employment opportunities through the state's one-stop delivery system? Include the number of MSFWs the state anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the one-stop career center system.*

In areas where migrant populations exist, the Missouri Career Centers are streamlining Migrant Seasonal Farm Worker (MSFW) and business access to services by co-locating with partner agencies and coordinating activities and service information. Partnering with other migrant service providers such as Southeast Missouri Health Network (SEMO), Rural Missouri Inc. (RMI, 167 grantee), Migrant Education, and local faith based organizations enrich the MSFW program and allow for a wide variety of services to be accessible to businesses and eligible MSFWs. Services are delivered and/or facilitated through co-location of partner agencies, access to a single electronic data-base (Toolbox), and cross training of staff. Core services (intake/assessment), are currently provided by one or more of the partner agencies. Delivery methods for intensive and training services are determined through the consensus of the one-stop partners. The triage approach will be used throughout the one-stop system in which key entry information will be obtained from customers to refer them to the appropriate resources. The primary principle of

the referral system is to provide seamless delivery of services to all customers.

Missouri is comprised of fourteen local workforce investment areas. Staff from the Division of Workforce Development, SEMO, Migrant Seasonal Farm Worker Project, and RMI will broker all appropriate programs and services to ensure that workers and businesses receive information from multiple sources regardless of which agency is conducting outreach. The southeast, south central and southwest regions have been identified as having the most MSFW activity.

MSFW outreach to agricultural workers offers details about services provided by the Missouri Career Centers. Missouri Career Center supervisors and the State Monitor Advocate (SMA) are responsible for ensuring that outreach is conducted. The Missouri Career Center supervisors will coordinate with other agencies serving the MSFW population in order to make all resources and services available to MSFWs. The SMA will assist the Missouri Career Centers when requested to do so or as technical assistance needs are identified. The State of Missouri anticipates MSFW outreach to be 500 contacts during the program year.

Agricultural employers, migrant service providers, and one-stop staff will be provided technical assistance regarding federal compliance requirements about services to agricultural customers such as proper enrollment and documentation of MSFWs, reporting, outreach expectations, performance measures, processing complaints and the Agricultural Recruitment System (ARS). Local Division staff will provide technical assistance to one-stop partners regarding MSFW compliance indicators via staff meetings and migrant service provider meetings.

In regions where migrant populations exist, the SMA and/or other Division staff will monitor and train local office staff to ensure MSFW customers have access to similar services as non-MSFW customers. Local office staff will be provided technical assistance as necessary to limit problems and improve services. The Missouri SMA has recently obtained the ability to monitor local office MSFW registrations using electronic access. This access is the first step in identifying technical assistance needs with

the Division's MSFW program. Additional electronic programming for local areas has been requested to ensure effective MSFW program implementation.

Missouri Career Center monitoring and training will begin in the southeast and south central portions of the state. The SMA will review local office activity utilizing the Employment and Training Administration (ETA) guidelines for all on-site formal monitoring visits. The Missouri Career Centers in Kennett, Poplar Bluff, Lexington, Sedalia, West Plains and Sikeston will be monitored on a regular basis, but reviewed at least once during the program year.

Division personnel and the SMA will seek to establish and maintain a working partnership with agricultural employers and the migrant and seasonal farm worker population. Input from the agricultural employer as well as the migrant seasonal farm worker will be a key factor in improving services to the MSFW population as well as the agricultural employer at Missouri's Career Centers.

Division staff conduct outreach to businesses regarding Missouri Career Center services. These representatives are charged with creating a local streamlined coordinated partnership to help businesses access appropriate one-stop services. The Division of Workforce Development staff contact agricultural employers to solicit job orders, explain Missouri Career Center services and gather input from businesses concerning how services can be improved. Input from migrant and seasonal farm workers will be gathered during outreach and when MSFWs register for services at local Missouri Career Centers.

5. Priority of Service

- a. *What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct one-stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited?*
(ss112(b)(17)(A)(iv) and 134(d)(4)(E))

The state has directed local workforce investment boards to address priority of service in their local plans. The plans must contain a description of the criteria used by the board to determine whether funds allocated to a local area for adult employment and training services are limited, and the process by which any priority will be applied by the one-stop operator. (See Attachment 7, VI, C for local plan requirement.)

- b. *What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act [P.L. 107-288][38 U.S.C. 4215], that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (September 16, 2003)]?*

Veterans priority in DOL funded programs

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Workers Program, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.

In regard to veterans, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans' priority takes precedence over those optional or discretionary priorities. Veterans' priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.

Program Registration

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. GreatHires.org, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans status. In addition, Toolbox collects veterans data during intake and assessment.

D. Rapid Response (112(b)(17)(A)(ii))

Describe how your state provides Rapid Response services with the funds reserved under section 133(a)(2).

The State's Rapid Response Program (RRP) responds to the needs of the business community in the event of a plant/business closure or mass layoff. Immediate contact with the employer and gaining access to the affected workers expedites the process of getting the workers into the workforce. Established relationships with the economic community allow the system to respond to the needs of the employer community, to provide a trained workforce to meet their needs.

The Division of Workforce Development reports directly to the director of the Department of Economic Development, who is appointed by the Governor. This structure allows the Division director access to the state's

top-level decision makers. State and local economic development plans are easily incorporated into the programs provided by the Division.

In Missouri, MERIC keeps the pulse of the business community, identifying growth industries and declining industries. The Division will continue to maintain a partner relationship with them, utilizing their skills to obtain employment information and to assist in making this information available to the local communities. These ties then extend to the educational community where this shared information is used to help develop training programs that meet the needs of Missouri's employers.

The sharing of information provided by MERIC with all of the one-stop partners about the health of business community helps them to focus on services that will meet the demand. The Division will continue to provide a strong leadership role in insuring that the boards and the one-stop partners are striving to meet the goals of the business community.

The process begins with identifying the needs of the business community and then sharing those needs with the educational community to develop training programs that will sustain the workers in employment fields that are continually changing and advancing. Assessing the skill level of the individual and providing them with information to assist in the decision making process as to what type of employment is available and the skill need for this type of employment, becomes the next big step. Finally, helping the workers find local education programs, and providing the necessary support they need to become retrained, will lead to matching the skilled worker with the employer. The GreatHires.org automated system is being designed to facilitate this process.

The Division maintains a full time staff dedicated to responding to the needs of the employers and workers experiencing layoffs. Time frames are in place to emphasize the importance of responding to these incidents. Additionally, Dislocated Worker 25% funds are made available to each region to provide the same response to layoffs of less than 50 affected workers. Rapid Response will continue to provide a customized response to each layoff, evaluating the needs of the workers, and providing them with the information and services they require as they begin their re-employment efforts.

Missouri's automated system, GreatHires.org, is an internet based information computer program. It utilizes a two-pronged approach. First it provides employers with access to a vast pool of eligible workers and easily matches the employer requirements with the skill base of the workers registered in the system. The second approach assists the general public with a mechanism to assess their skill levels and enter their personal information into the same database being polled by employers needing their skills. Additionally, those individuals needing additional help in obtaining new skills or upgrading existing skills, may utilize the services of all of the partners within the one-stops in a location close to their home. Access to the system is obtained from any internet location.

This process is continually being reviewed to make access understandable and is targeted to help employers find skilled workers.

The enhanced GreatHires.org automated system is being designed to incorporate the services of all partner agencies. As customers provide information, eligibility for services will be determined and the customer will be advised as to the services they may access. The entire workforce system remains flexible enough to meet the challenges that may arise in unusual circumstances. Partner agencies are encouraged to participate on the state level, as well as the local level, in the evaluation and planning process as the system evolves.

As a customer enters the GreatHires.org automated system, the process of assessment begins. The system is being designed to identify the individual characteristics and match them with the services available. Service providers will have access to this information and develop service plans that will incorporate the various partner resources and leverage those which best meet the customers needs.

The programs provided by the Division undergo annual review, utilizing a continuous improvement method. Areas that are identified as requiring review are considered for waivers.

For the majority of customers at the Rapid Response meeting, this is their first introduction to the workforce development system. The Rapid Response sessions incorporate instructions on how to access GreatHires.org and the benefits of its skill assessment and job matching capabilities. GreatHires.org is being enhanced to provide a roadmap for the customer, to assist them in navigating the many services and developing a plan to fit their individual needs.

The division has begun a process to utilize GreatHires.org to allow the local Rapid Response staff access to an automated reporting process whereby information can be shared with their management as well as state staff regarding the demographics of the layoffs occurring in each region. This information can then be utilized to develop plans, and or request additional funds.

The Division has a slide presentation on its website, to allow Rapid Response coordinators to pull up training material at any location that has internet access. The presentation has listings for programs and services for Dislocated Workers and Unemployment Insurance information with hyperlinks to supportive information.

For many workers, attendance at a Rapid Response meeting is the first exposure or access to the workforce development system. Working with information provided by MERIC, the local/regional labor market is introduced. Facts about skills necessary to enter the high growth and high tech industries are presented, and information about accessing funds for retraining is provided. Workers learn of the benefits of registering in GreatHires.org so that access to these employers can be expedited.

When applicable, information about Trade Act services is introduced at the Rapid Response meeting. Information about the benefits of dual enrollment in WIA and Trade are explained, and the process for enrollment is provided. The Division will continue to explore ways to streamline the registration process and leverage the resources of both programs to insure the needs of each laid-off worker are met.

The programs provided by the division undergo annual review, utilizing a continuous improvement method. Areas that are identified as requiring review are considered for waivers.

1. *Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and chief elected officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.*

The Division is the state entity responsible for providing Rapid Response services and is designated to receive Worker Adjustment and Retraining Notification (WARN) notices from companies when they are planning a closure and/or layoff. When the Division receives notification of a mass layoff or plant closing involving 50 or more employees, staff are required to contact the employer within 48 hours of notification to schedule Rapid Response meetings with workers. The goal of Rapid Response is to facilitate services to the affected workers as quickly as possible.

Upon receipt of a WARN notice or notice of a plant closure or mass layoff, the State Dislocated Worker Unit (DWU) notifies the local WIB area or areas where the layoff will be affected. Each local WIB has identified designated staff that work with the DWU to contact the employer and set up the arrangements for the Rapid Response meetings. Services for the dislocated workers are made available at the nearest local one-stop career center or, when appropriate, at the site of the layoff.

The chief local elected official receives written notice from the DWU as soon as contact with the employer is made and Rapid Response meetings are scheduled. A member of DED's Regional Community Development staff also makes contact with the local elected official to work with them on local community concerns involving the layoff.

The state DWU responds directly to a layoff or closure notification affecting fifty (50) or more workers. If the layoff or closure involves less than 50 workers, the DWU notifies the local WIB Rapid Response contact to provide appropriate services. The local

WIB Rapid Response contact works through the local one-stop center to provide Rapid Response services to the employers and affected workers.

State level WIA 25% Rapid Response funds are used to fund the State the Division's Dislocated Worker Unit staff for all dislocations of 50 or more workers.

Local area Rapid Response staff are funded with WIA 25% funds to provide Rapid Response for dislocations of 10 to 49 workers.

WIA 25% funds are used to contract with the Department of Economic Development to provide layoff aversion information and linkages to community and economic development assistance.

State level rapid response funds fund an emergency informational hotline for dislocated workers. Dislocated workers are able to receive informational materials, which helps them become re-employed. They are also referred to the nearest local one-stop for services.

The Missouri AFL-CIO receives funds to provide Worker Transition Team assistance to dislocated workers.

A significant portion of the WIA 25% funds are set aside through the Division or DESE for emergency assistance to help dislocated workers from a particular layoff or closing. These funds are distributed to the local areas based upon the relative need for assistance to dislocated workers within the area and when it is apparent the local area does not have sufficient resources.

Other allowable WIA 25% activities not mentioned specifically may be funded as needed but generally are provided by the Division's Dislocated Worker Unit staff, funded with WIA Rapid Response funds.

The Division coordinates the Rapid Response activities with many State and local agencies and organizations, including labor unions (where applicable), community leaders, non-profit service providers, the state departments of Economic Development, Labor and Industrial Relations, Social Services, and the local dislocated worker contracting agencies. These entities work together to assist the workers by providing immediate, on-site services, and information about reemployment assistance and other supportive services.

2. *Describe the process involved in carrying out Rapid Response activities.*

- a. *What methods are involved in receiving notice of impending layoffs (include WARN Act notices, as well as other sources)?*

Over the many years the division has been providing Rapid Response services, an extensive network has been developed to provide information regarding mass layoffs and plant closures. W.A.R.N. notices are received by the Division Director and immediately forwarded to the Rapid Response Unit for contact with the employer. Information about layoffs is received from various sources including local economic development staff, WIB Rapid Response staff, newspapers, union officials, one-stop career center staff, employers, employees, relatives of employees, public officials, and other interested parties.

- b. *What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?*

Division policy regarding employer contact and guidance on setting up Rapid Response meetings requires employer contact as the initial step. It is the priority of the Rapid Response unit to make immediate contact with the employer and as a matter of first choice request that meetings be held prior to the layoff, on site, and on company time. The benefits of this, to both the employer, and the employee, are explained at this time. Meetings are then set up in a collaborative effort. Where unions are involved a member of the Missouri AFL&CIO is asked to attend the employer meeting and work with the union to assist with effort.

- c. *What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?*

The key message presented at the Rapid Response meeting is that help is available to the workers at no cost and in their local community.

Rapid Response activities include:

- Receiving and logging in of layoff information;
- Contact with employers;
- Informational meetings for employees including information about WIA services and Trade Act, GreatHires.org, UI benefits, Workshops, and Training information;
- Transition Teams for workers to assist with layoff assistance issues;
- Surveys are administered at Rapid Response meetings to determine the need for workshops.

Workshops regarding stress, financial information, entrepreneurship, career options and others are made available to the workers, and held after the initial Rapid Response meeting.

Each Rapid Response meeting is designed to present information in a concise manner that will allow the workers the opportunity to get the most information to help them with their re-employment needs. This is done by evaluating the layoff information through interviews with the employer and unions, previous history with the company or industry, determining if it may meet Trade Act eligibility, discussions with local workforce development staff and economic development staff and UI staff. The meeting will be customized by the state Rapid Response staff to insure the needs of the employer and the employees are met at the initial meeting. Follow-up information gained at the meetings is used to design additional services that can be provided prior to the actual layoff or as close as possible to the time they are laid off. When possible, workshops are held on site.

3. *How does the state ensure a seamless transition between Rapid Response services and one-stop activities for affected workers?*

At the time Rapid Response meetings are scheduled, notification is sent to the statewide network of one-stop career centers advising them of the schedule of the Rapid Response meetings and the actual layoff schedule. Affected workers seeking services at the

one-stop centers can then be directed to the Dislocated Worker program. Presentations at the Rapid Response meetings are made by local staff representing the various services available at the one-stop centers. Specific instructions are provided to inform the workers on how to access these services. Additionally, registration in GreatHires.org will provide an initial assessment that will give the user general information about the services they may be eligible to receive.

GreatHires.org registration may be done at the Rapid Response meeting using the Division's wireless laptop computers. These computers may be used to set up a wireless network at the employer site of layoff or at a local community center.

4. *Describe how Rapid Response functions as a business service. Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative reactive service?*

Missouri's Rapid Response program is a partner in the state's economic development team. The Rapid Response program is located within the Division of Workforce Development which reports directly to the Department of Economic Development. Information flows readily between the Department and the Division, making it a working partnership.

When a prospective or existing employer is planning to create jobs in Missouri, the Division of Workforce Development provides the Department of Economic Development with a labor availability report. This report includes layoff information gathered from Rapid Response meetings and WARN notices. The report shows prospective employers the supply of workers in the specific geographic area they are looking to create jobs.

Starting July 1, 2005, the Division of Workforce Development will begin tracking all Rapid Response meeting layoff information in our Toolbox client database. Within 5 days of the Rapid Response meeting the local or state Rapid Response coordinator will enter layoff information into our Rapid Response layoff database. The information tracked will be the number of workers laid off by their ONET code. Plans are to integrate this layoff database with our

GreatHires job matching system. When an ONET code from a layoff matches an ONET code for a job opening in GreatHires, the employer with the opening is notified.

The Division promotes Rapid Response to employers and employees on the Division's web page. Rapid Response is also promoted in numerous press releases. Every time there is a state level Rapid Response event, the Department of Economic Development issues a press release. The press release is written in a positive business friendly manner.

At the first contact with an employer experiencing layoffs, the Rapid Response staff inform the employer of additional resources that may be available to avoid layoffs for plant relocation, any indication that these resources may benefit the company. Division staff are brought into the process to work with the employer, as well as local resources. Likewise, employers seeking to hire these skilled workers are encouraged to register job openings on GreatHires.org, and workers are encouraged to register for work on GreatHires.org. Press releases announcing the Rapid Response meeting provide a toll free telephone number for potential employers. The employer will be provided a contact person who will facilitate communication with the laid off workers. Local staff at the one-stop centers encourage potential employers to register on GreatHires.org and invite them to use their office for interviewing or testing of potential applicants.

Because of the diverse nature of the customer's needs, Rapid Response staff are very visible in the community. In many cases they are the first contact an employer has with the workforce development system. They also serve as a clearinghouse for many customers, including employers seeking assistance or information, local Chamber of Commerce or business groups, individuals seeking assistance with starting their own business, schools, and community groups.

The Rapid Response program in the local areas is a key player in coordinating job fairs. The job fairs bring employers and the workforce together. These job fairs have received positive reaction from the employers and the community, especially after a large layoff or several layoffs that affect the community. Additionally, Rapid Response services are presented to employers as a chance for the employer to express concern about the fate of their employees, and demonstrate a willingness to help them by cooperating with the program. The information presented to the workers is presented in the positive light that this is a chance to

explore new careers and employment opportunities with no-cost professional help, and financial assistance for training.

5. *What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?*

On a statewide basis, the Division partners with the University of Missouri Outreach and Extension Service to maintain a dislocated worker ‘Hotline’ and provide Career Options Workshops, Work Keys assessments, and FastTrac NewVenture Workshops that help participants explore their potential as entrepreneurs. Additionally, the Missouri AFL&CIO is providing liaison services with union affected layoffs. They also provide stress workshops, financial workshops, and develop transition teams to help the workers with various issues that come as a result of being laid off. The United Autoworkers Union provides similar services for auto industry-related layoffs.

Locally, Rapid Response staff maintain partnerships with Chambers of Commerce, professional organizations, Human Resource associations and other civic organizations. These partnerships provide valuable assistance when the need to respond to a major layoff event occurs, or can be a source of information about potential layoffs where layoff aversion strategies can be applied in an effort to save jobs. All of these partnerships are a part of the total Rapid Response early warning network.

6. *What systems does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and one-stop activities?*

The Division maintains a separate database for Rapid Response activities. Some of this information is incorporated into the GreatHires.org automated system so that customers can be identified to the mass layoff with which they were associated for eligibility purposes. This also allows for tracking of individuals receiving services from a National Emergency Grant (NEG). Currently the division is in the process of enhancing the case management function Toolbox to link WIA programs including Rapid Response, Trade Act, and one-stop activities.

7. *Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events)?*

In order to ensure adequate training funds are available to each region for dislocated workers, the state provides a percentage of 25% funds for their use. These funds are allocated by a formula and prior use. The funds are provided to DESE and each region may draw down these funds to meet their needs for additional dislocated worker training. As funds remain available, regions may request additional funds to supplement formula funds in the case of unusually large layoff events. 25% funds are also used to partially fund special projects in some regions where WIA Dislocated Worker eligible customers may be a part of the target group.

E. Youth

ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships, and enrollment in community and four-year colleges. (s112(b)(18))

1. *Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need, as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (s112(b)(18))*

One of the primary goals of the state's youth services plan is to increase and improve the integration of services to at-risk and the neediest youth. Missouri will collaborate with State and local agencies such as Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, health networks for migrant

and seasonal workers, teen parenting support groups, community based-organizations, and one-stop-delivery system to insure that seamless services are made available to the neediest youth. The initial steps in this process will be to identify the commonality of the newly defined youth target population. This will then allow for the mapping of existing services and identifying gaps in services. Local Youth Councils will then be able to engage with the local agencies listed above, to create a comprehensive delivery system to meet the career development needs of the at-risk and neediest youth population.

2. *Describe how coordination with Job Corps and other youth programs will occur. (s112)(b)(18)(C))*

Local areas will coordinate with staff from Job Corps Centers or Division staff contracted to provide Job Corps outreach, assessment and placement services. If the customer is in need of services to be provided by other agencies, the Division's counselor will make contact with the appropriate admissions case manager to coordinate services. All Job Corp enrollments, including case notes, will be documented in the management information system, Toolbox.

Division of Workforce Development admissions counselors will screen all Job Corps applicants to determine eligibility. If the customer is being provided services by another partner (WIA, CAP, METP or PFS), coordination of services should occur to make the best use of available funding resources.

Cross referrals should be made between the Division's admissions counselors and the Title I youth service provider, using the referral process of the region (unless the customer is already enrolled in WIA). This referral should include copies of age verification, social security number, and citizenship documentation in an effort to reduce duplicate requests for information. .

The WIA Title I Youth service provider will determine eligibility of referred youth for their programs and notify the Division's admissions counselors of those youth that were enrolled in WIA or the reasons for not enrolling. The WIA service provider should document, in Toolbox, the screening of the customer and reasons for registering or not registering the customer into WIA.

Should the youth be dually enrolled, the WIA Title I Youth service provider and Division admissions counselor should work together,

with the customer, to develop a service strategy for before, during, and after Job Corps participation.

3. *How does the state plan to utilize the funds reserved for statewide activities to support the state's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:*

- a. *Utilizing the funds to promote cross-agency collaboration;*

Through a collaborative effort, Missouri has implemented four 21st Century Workforce Construction Trades Projects:

Through a partnership with Central Region Local Workforce Investment Board, (WIB), county and city officials of Boonville, Missouri, Boonville Public Housing Authority, Local Laborers Union, Juvenile Justice System/Division of Youth Services, local employers, local Economic Development, Missouri is implementing a Construction Trades Pilot Program to provide youth with work experience and Construction Craft Apprenticeship training in construction trades, "Habitat for Humanity" projects, building and restoration projects. The Central Region will build ten single-family homes in Booneville, Missouri. This project, The Boonville Affordable Housing Development Program, will market the homes to buyers with incomes not to exceed eighty (80) percent of median income. The highest priority for participation in this program will be extended to youth offenders located at the Department of Corrections, Booneville Correctional Center. The 21st Century Program is a benefit to both the local community of Boonville, Missouri and to prospective participants. Program participants have the opportunity to explore and train in the construction trades and then further develop their skills by attending the "Construction Craft Laborers Apprenticeship Program". This project is designed to provide participants with entry-level knowledge of the building trades. Attending the Construction Craft Laborer Apprenticeship Program will provide skills that will lead to gainful employment. By learning valuable construction trades skills, the youth offenders will be more successful upon their return to society. The likelihood of further criminal behavior will be reduced.

Other 21st Century Projects include:

- Job Point, Inc, Columbia, Missouri—the innovative strategies include a focus on low-income youth who possesses high school diploma, but yet lack marketable job skills. This approach was selected as means of reward, rather than exclude target youth for their academic achievement, with admittance to a quality training programs. Project Partners include BooneWorks Consortium, City of Columbia, Columbia Housing Authority, Local Laborer's Union #955, Missouri Division of Youth Services and Woodcrest Chapel faith-based organization.
- West Central Region—this project will serve youth currently being served by the Division of Youth Services. Other partners will include the City of Nevada, Nevada Economic Development, Division of Workforce Development, Labor organizations, Department of Elementary and Secondary Education, local constructions companies and Vernon County. This project will provide youth with skills and experience in multiple construction fields including but not limited to excavation, concrete, plumbing, electrical, carpentry, and security surveillance.
- Kansas City/East Jackson County Regions--this project will target school dropouts who have basic literacy levels, but lack a diploma/GED. Partnerships will include Adult Basic Education, AFL-CIO and local Union, and One-Stop Career Centers. The goal of this project is to provide pre-employment training and training in building and construction trades to youth in Kansas City and vicinity and East Jackson County Workforce Investment Areas. This training will enable youths to pass the Union's pre-apprenticeship examination and, thus, gain admissions to the Laborer's Constructions Apprenticeship training. Occupations targeted include Carpenters, Iron Workers, Machinists, Cement Mason, and Laborers.

b. Demonstration of cross-cutting models of service delivery;

Through a contract with local workforce investment boards located in St. Louis County, Southeast, Southwest and Kansas City/Vicinity Regions, and collaboration with the

Department of Elementary and Secondary Education (DESE), Department of Higher Education and Area Vocational Schools, Missouri is implementing the Jobs for America's Graduates (JAG) model. The JAG Model is a statewide dropout prevention and workforce preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships. The ultimate objective of the JAG Model is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level.

c. Development of new models of alternative education leading to employment; or

Through a partnership with the Department and Elementary and Secondary Education (DESE) and local workforce investment boards, Missouri has implemented the "I Can Learn" Educational Learning Systems. "I Can Learn" is a complete software and hardware computer package delivering standards-based algebra and pre-algebra mathematics courses to middle school and high school students. The "I Can Learn" classroom activities will be coordinated with regular Math standards including the Missouri Assessment Program (MAP) and other tests required by the State of Missouri. School district partnerships include:

- *Blue Springs School District, East Jackson County*
- *Hickman Mills School District, Kansas City*
- *Kansas City School District, Kansas City*
- *North Kansas City School District,*
- *Pemiscot County School District, Kennet, MO*
- *Francis Howell R-III, St. Charles, MO*
- *Hazelwood School District, St. Louis, MO*
- *Riverview Garden, St. Louis, MO*
- *St. Joseph School District, St. Joseph, Missouri*
- *Normandy School District, St. Louis, MO*

The Cisco Networking Academy Program is a comprehensive e-learning program that provides students with the internet technology skills essential in a global economy. The Networking Academy delivers web-based content, online assessment, student performance tracking, hands-on labs, instructor training and support, and preparation for industry standard certifications.

Cisco Networking Academy Program is designed to improve the quality of vocational training programs, and raise the interest of students to pursue careers in networking. This program will help students improve math, science, writing and problem-solving abilities and the ability to work with others. Cisco services are provided through a partnership with the Kansas City Region, Kansas City School District, Southeast Region and Pemiscot County School District (Missouri's Bootheel).

- d. *Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.*

Missouri continues to work toward the development of demand-driven models with business and industry working collaboratively with the Workforce investment system and education partners to develop strategies for bring these youth successful into the Workforce pipeline with the right skills. Through a collaborative effort with local employers and education partners, Missouri has implemented training and educational programs to prepare youth for a rapidly shifting and demand driven workforce.

The state, regional and local framework of partnerships aids in assuring that employers and other interested parties remain involved in this process. Employer participation includes the flexibility to allow the employer to determine how they can best contribute to the design and delivery of services in addition to their role of providing work opportunities.

Employers are encouraged to provide input to the partnerships about the specific labor needs of their organizations.

The implementation of such programs as Jobs for Americas Graduates (JAG) which is a state wide dropout prevention and work preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships.

The 21st Century Workforce Construction Trades Projects—Missouri has implemented four Construction trades projects through a partnership with education, local agencies, employers and labor union partners. This project will provide work experience activities and Construction Craft Laborer Apprenticeship training, which will provide skills that will lead to gainful employment.

Missouri will implement Youth Enhancement Opportunities in all local regions through a partnership with education, local and state agencies, local employers and local Chamber of Commerce. The goal of this project is to improve graduation rate or number of GED recipients, improve Job seeking skills and provide work experience with employers who will encourage completion of high school and /or GED.

- e. *Describe how your state will, in general, meet the Act's provisions regarding youth program design. (s112(b)(18) and 129(c))*

The Missouri Training and Employment Council (MTEC) develop recommendations regarding the improvement of the state's employment and job training service delivery network. The board consists of 30 members appointed by the Governor with advice and consent of the Senate. Members represent business, industry and agriculture, General Assembly, state agencies and organizations. These groups share a vision of creating a Workforce Development System that will link at risk and neediest youth with educational opportunities and the world of work.

Youth Councils work in partnership with local WIBs to become the local planning body for youth development. Members collaborate with agencies, including educators/alternative schools, Division of Youth Services and Family Support Division who can help make that connection with the neediest youth population.

F. Business Services (ss112(a) and 112(b)(2))

Provide a description of the state's strategies to improve the services to employers, including a description of how the state intends to:

1. *Determine the employer needs in the local areas and on a statewide basis.*

Local and statewide business operational needs, including employment and training demands, are determined using several strategies based on results from Missouri's participation in the National Business Engagement Consortium project, specific labor market information that has been created for each of the Workforce Investment Regions, and the implementation of local WIB Business Outreach and Services Plans.

Each of the local Business Outreach and Services Plans describes business needs that are derived from surveys, local economic development input, Chamber of Commerce/human resource and other business organization involvement, regional planning commission information, the results of the National Business Engagement Consortium, and expert knowledge of one-stop staff that have daily contact with significant businesses in each of the local regions.

Each Region has established a Business Outreach Team. These teams meet regularly to discuss, coordinate, and develop targeted services for specific businesses/industries and to further efforts to leverage resources for all businesses in their respective regions. These teams link with economic development agencies, one-stop partners, industrial education organizations, and non-profit agencies to create user-friendly, streamlined access to appropriate business services.

Missouri Economic Research and Information Council (MERIC) staff is meeting with staff from each Region to determine business research that is needed to assist with helping to plan and meet industry and individual business needs. For example, MERIC researched and developed industry hiring cycle data to assist with planning business employment needs and to ensure effective outreach to specific industries in each region. Additional LMI and business information will be made available as determined through meetings with each WIB.

In addition, the Division provided funding to the WIBs to assist with conducting business skill gap analysis studies. The results of these studies will greatly assist one-stop program service providers with meeting business employment and training needs by better coordinating job seeker training with current skill demands.

2. *Integrate business services, including Wagner-Peyser Act services, to employers through the one-stop system.*

The Division has established a network of business representatives that assist with integrating one-stop business services with partner agencies, economic development, and others with particular attention to Wagner-Peyser Act services. These staff are critical to the process of ensuring that business services are coordinated with all partner agencies. Included in each of the local Business Outreach and Services Plans are strategies to ensure that partner staff are trained on all business services. As a result, staff at each one-stop center are more resourceful and are able to connect businesses to more services. Local business outreach staff broker all business services to companies. For example, job developers may meet with a business to promote certain job seekers. During their conversation, other business needs may be discussed. The appropriate referral and/or contact is facilitated for that business. In addition, Missouri's on-line job-matching system (GreatHires.org) is being improved to offer businesses a "prompt" that provides quick access to a variety of business services. These prompts offer program and/or staff contact information to businesses. In addition, when a business registers with the Wagner-Peyser labor exchange system for the first time, an electronic notice will be forwarded to the appropriate Division business representative. The business representative will contact the business to schedule a meeting to discuss other one-stop programs. This integration of services fosters system wide access for businesses to the employment and training system, economic development services, encourages co-enrollment across agencies, and increases the value of the one-stop system while enhancing overall customer service.

3. *Streamline administration of federal tax credit programs within the one-stop system to maximize employer participation? (20 CFR part 652.3(b) and s112(b)(17)(A)(i))*

Staff within the Missouri one-stop system utilize several business services to assist with conducting business outreach. The federal Work Opportunity and Welfare-to-Work Tax Credit program is a core product of interest to many businesses. One-stop staff that have business outreach responsibility discuss this tax credit program with businesses as an incentive to encourage businesses to consider hiring job seekers from various programs. The popularity of this program has created a strong interest from job developers and other one-stop staff. Missouri has created a simplified WOTC/WtW Employer Guide that can be ordered on-line by one-stop staff and used as an outreach tool when meeting with

individual businesses or business organizations. The incorporation of the WOTC/WtW program into the business outreach activities of one-stop staff has furthered efforts to streamline activities, provide for seamless service delivery, enhanced partnerships across programs, and improved the value of the one-stop system for businesses.

G. Innovative Service Delivery Strategies (s112(b)(17)(A))

1. *Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, statewide reserve, employer contributions, education funds, and non-WIA state funds).*

To make sure Missouri offers the most favorable environment for businesses, and to make our workforce as competitive and prepared as possible, Missouri is currently undertaking a project called Career Pathways. This project is an economic development strategy for strengthening sectors by meeting the needs of workers and employers for training. The Career Pathways approach has three primary objectives:

1. To efficiently use public workforce system resources to supply in-demand, trained employees at all career levels for Missouri businesses;
2. To provide jobseekers with a higher probability of gaining career track employment and career mobility; and
3. To create conditions for economic expansion in targeted sectors .

Through Career Pathways, the Division of Workforce Development marshals public resources and partners with businesses to help people enter and advance in career track employment. The Division of Workforce Development, Missouri Community College system and local Workforce Investment Boards will partner with companies to develop career pathways systems that address the needs of TANF recipients, low-skilled and incumbent workers. The Missouri Career Center system will be a central piece of Career Pathways. Career Pathways will allow participants to more readily move toward self-sufficiency.

Missouri is in the early implementation stages of this project. The first phase (Strategic Planning) involved completing the Workforce

Strategy Center's strategic planning process to explicate the intended policy outcomes, as well as state and regional policy activities. This phase was completed in April 2005. The state is currently in the Pilot Phase to implement a pilot pathways program using state TANF funding to build pipelines of workers for key sectors in a selected region. This phase is anticipated to be complete by the end of calendar year 2005.

A second innovation that is unique to Missouri's workforce system is the Missouri Enterprise Project. Since the Fall of 2004, the Missouri Enterprise Business Assistance Center has been conducting a Career Center assessment of selected local areas. Missouri Enterprise's researchers utilized various policies, procedures, organizational charts, service and program literatures, workforce investment act information, workforce development research, and other related articles to develop a standardized interview format for surveying Career Center employees, job seekers, and employers or businesses relative to the specific Career Center's service area. The interview survey was formatted around the seven Malcolm Baldrige categories: Leadership, Strategic Planning, Customer and Market Focus, Measurement, Human Resource Focus, Process Management, and Business Results.

They then process-mapped the general flow of services at the Career Centers and conducted a random time study of the employees located in the Career Center. Additionally, they conducted research to evaluate the potential application of other service delivery models and operating management approaches. The report contained a summary of strengths, weaknesses, opportunities and threats. This will be closely integrated with the ongoing activities of the Missouri Employer Committees.

The subsequent report was submitted to DWD management on January of 2005, and is being utilized in the discussions of policies relevant to the agency's strategic planning process.

One of the innovative strategies currently underway in Missouri is a re-design of the Toolbox case management system. With GreatHires.org as the web-based portal, registration and initial gathering of information can occur from anywhere. The focus of the re-design effort is to develop an intuitive system that focuses on the "services" needed by the job seeker customer, with business rules that maintain program integrity operating in the background. This system will begin to move staff from all partner agencies to a focus on the needs of the customer, and a more integrated delivery of services. Access to the Toolbox system is designed to allow any

staff from any partner to use the system for their individual program needs, with information available to all other partners who may ultimately work with a common customer. This sharing of customer information, services that have been provided, common Individual Employment Plan and appointment scheduling features, will open many opportunities for enhanced integration at each local career center. Information from partner agencies operating at Satellite sites will also populate Toolbox records, allowing data to be available from any location the customer may encounter.

Access to the system is available to any partner that requests it. The need for the re-design became apparent during Program Year 2003, primarily due to Missouri's shift of employment and training functions for CAP customers, and non-custodial parents involved in Missouri's Parents Fair Share program from the Department of Social Services to Missouri's Career Center system. The receipt of CAP performance bonus funds afforded an opportunity to begin the redesign of the system, and by utilizing resources from WIA and Wagner-Peyser along with the CAP bonus funds, as well as staff resources for input into the design functionality requirements, the process is now underway. It is anticipated that the re-design will be completed near the end of Program Year 2005.

The Division's Training unit, led by the Division's Training Coordinator has ushered in several new activities that reflect the Division's dedication to excellent customer service through staff training. To date, the Division has developed an intranet Training webpage, which features the Division's Training Calendar, online course registration, and training request forms. The Training Unit conducted 6 Focus groups in the fall of 2004 in which 85 Division staff and partners provided practical information on improving the Division's services for its customers and streamlining various processes. These groups were followed by 15 career center visits to discuss training needs and curriculum development. In addition to the O*NET overview and Division Strategic Planning sessions at the 2004 Governor's Conference, the Division has developed MAWD Certification courses, a New Employee Orientation Course, and training for Missouri's Reentry Program for ex-offenders. Plans for future training include implementation of new GYRUS Training Wizard registration tracking and management software, Regional Employee Orientation, GreatHires and Toolbox Training, Safety/Security Career Center Staff Training, and much more.

2. *If your state participates in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state's overall strategy for workforce investment.*

Missouri is not participating in ETA's Personal Re-employment Account demonstration project.

H. Strategies for Faith-Based and Community-Based Organizations
(§112(b)(17)(i))

Reaching those most in need is a fundamental element of the demand-driven system's goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline those action steps designed to strengthen state collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.

The State Board (MTEC) approved the following faith-based/community organization policy at their quarterly meeting on October 12, 2005:

The Missouri Training and Employment Council (MTEC), as the State Workforce Board, acknowledges the importance of Faith-Based and Community Organizations (FBCOs) as partners in the delivery of the services provided by the workforce development system. Missouri is a diverse state with a variety of labor markets within the area governed by each Local Workforce Investment Board (LWIB).

MTEC recognizes the importance of allowing the various workforce areas to determine the most appropriate methods in which to partner with FBCOs. Further, MTEC assigns each LWIB the ability to specifically define who is included as an FBCO within that LWIB provided that the LWIB's definition complies with applicable laws.

Therefore, MTEC will serve in an advisory role to the LWIBs in relation to FBCOs by:

1. Working with the LWIBs to develop marketing strategies encouraging LWIBs to establish programs geared towards partnering with the FBCOs.
2. Encouraging LWIBs to:
 - a. Include members of faith-based organizations to work with representatives familiar with a broad range of other community groups and service providers.
 - b. Designate a staff member as a liaison between the particular LWIB and FBCOs.
 - c. Partner with FBCOs that already perform services supplemental to those provided by the Career Centers including developing One-Stop access points at FBCOs.
 - d. Ensure that information on MTEC and LWIB websites regarding applications for grants or becoming service providers is useful to non-profit organizations seeking to partner with the LWIB.
3. Providing LWIBs examples of promising practices from other states.
4. Assisting LWIBs in reporting the statistics on FBCO partnerships. Monitoring those partnerships shall be the responsibility of the Missouri Division of Workforce Development, to ensure they do not violate any laws prohibiting public funding to promote a specific religious doctrine.

On July 28, 2006, the Division of Workforce Development distributed DWD Issuance 02-06, which implements Missouri's policy permitting the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly.

This issuance is consistent with DOL's Training and Employment Guidance Letter 1-05, dated July 6, 2005. Specifically, the issuance defines "indirect financial assistance," **requires** (reference DOL approval letter dated October 27, 2006) local workforce investment boards to adopt a similar policy, and assigns DWD the responsibility of monitoring compliance with this policy and providing training on the provisions of 29 CFR part 2, subpart D.

X. STATE ADMINISTRATION

- A. *What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities, such as a one-stop operating system designed to facilitate case management and service delivery across programs, a state job-matching system, web-based self-service tools for customers, fiscal management systems, etc? (ss111(d)(2), 112(b)(1) and 112(b)(8)(B))*

The State of Missouri's workforce system uses the Toolbox one-stop operating system that is available to Division and partner staff case managers. The Toolbox system provides a dedicated client record page that contains a listing of the client's workforce services, activity dates, case notes, and performance outcomes. GreatHires.org, the state's on-line job-matching system, utilizes O*NET codes to match job seeker skills to job skills entered by employers into a job order. GreatHires.org and Toolbox utilize a common database, so GreatHires registrant information automatically feeds into a preliminary Toolbox record. When a client needs more services than the self-service activities of job search, he or she can be easily enrolled into staff-assisted services by a case manager. The GreatHires.org site also contains links for other workforce services, such as education or veterans programs, as well as Unemployment Insurance four-week reporting (when used at a Missouri Career Center).

- B. *Describe the state's plan for use of the funds reserved for statewide activities under WIA s128(a)(1).*

Missouri's WIA state 15% funds will be used as follows:

The state will set aside 5% for state-level administration of adult, dislocated worker and youth activities under WIA. The remaining 10% will be distributed for statewide activities required and allowed under state 15% activities in accordance with WIA.

All required WIA 15% activities will be funded and several allowable WIA 15% activities will also be funded by the Division.

More specifically, the Division will contract with the Department of Elementary and Secondary Education (DESE) for the Eligible Training Provider approval process, including performance and cost information, and for disseminating the list of eligible training providers, performance and cost information.

WIA 15% funds will be used to fund Division staff who will be responsible for dissemination of the eligible provider lists for youth activities, on-the-job training, and customized training.

Funds will be set-aside for incentive grants to the local areas for regional cooperation between WIBs and local coordination of WIA activities. However, to be eligible for these grants, local areas must meet certain performance criteria.

Local areas in danger of not meeting performance standards will receive technical assistance from state staff funded with WIA 15% funds.

A relatively significant amount of the WIA 15% funds will be set aside for the continued establishment and operation of the one-stop system in Missouri. Priorities for funding one-stop system needs include: assistive technology, marketing and informational materials, Choices, system automation-including hardware and software, one-stop MIS operating system, and finally funding for adult, youth, and dislocated workers activities at the one-stop career centers in the local areas.

Required funding for high concentrations of youth will be provided through the application process for the local one-stop career centers, the Division and DESE.

Evaluations of adult, dislocated workers and youth will be funded in consultation with local WIBs. Specifically, funds will be set aside for Division staff to conduct follow up and continuous improvement of activities and programs. Evaluation funds will be used to partially fund the MTEC evaluation by the University of Missouri-Columbia of the performance of WIA programs and activities. The state's other partners will provide funds to support the MTEC evaluation.

The State's Fiscal and Management Accountability System will also receive a relatively significant amount of funding for Division staff and system automation costs for hardware and software. This is a priority for the state because of the 1999 merger of the two state agencies that administer Wagner-Peyser and WIA programs and the need for a new management information system for WIA.

Funding set aside for capacity Building and Technical Assistance although an allowable activity is viewed by the State as critical to the success of the new WIA system and the merger of the two agencies into the Division. Specifically, capacity-building and technical assistance may include the following activities: Missouri Training Institute, exemplary project development, staff development, Labor Market Information Technical

Assistance by MERIC and Division staff, Governor's Conference, Youth Council development, and other technical assistance staff costs.

Funds may be available for conducting research and demonstrations depending on other priorities and available funding. Innovative Displaced Homemaker programs will be funded in conjunction with the Missouri Women's Council.

Adult, Youth and Dislocated Worker Activities may be funded if local areas use their WIA 15% one-stop career center funds to serve these populations.

Finally, the cost of preparing and submitting the Annual Performance and Progress Report to the Secretary of Labor will be funded from WIA 15% funds.

- C. *Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. (ss189(i)(1), 189(i)(4)(A) and 192)*

Missouri is interested in expanding its flexibility as the state continues to develop the workforce investment system under WIA. Currently, Missouri has had three waivers approved by DOL (see Attachments 8 through 10 for additional information).

- D. Performance Management and Accountability

Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the state measures the success of its strategies in achieving its goals, and how the state uses this data to continuously improve the system.

Missouri has established an automated customer tracking and reporting system to monitor activities and employment outcomes for all participants. Individual customers and their employment counselors input data into an internet-based job matching and case management computer system called GreatHires. Data from TOOLBOX are combined and matched with data received from other computer systems such as the Missouri unemployment Insurance Wage file and the O*Net registry to measure employment matches and outcomes. Quarterly reports at the state, region, local economic development, and one-stop career center level provide local managers and councils with results of programs and service delivery.

Supplemental measures are used to track customer volume and employment services to ensure strategic goals are achieved. Regional directors and managers use the automated tracking and reporting system to make necessary changes and improve customer service.

1. *Describe the state's performance accountability system, including any state system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes, as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the state achieve continuous improvement over the two years of the plan. (ss112(b)(3) and 136(b)(3))*

Performance accountability is the process of linking what programs track, how they are performing, and ensuring they are accountable for their results. The process begins with identifying customers served by the Division. There are two major groups of customers: Job Seekers and Employers.

Job seekers are defined as all individuals documented in the Missouri workforce system as having received one or more service related to finding and keeping employment. These services can be online or in one-stop career centers. Job seekers are generally categorized according to the level of service received: core, intensive, or training services. Core job seekers are those who receive self-directed (GreatHires's internet services) and/or staff assisted (light touch) services related to finding and keeping employment and/or labor market information. Intensive job seekers are those that require additional services to prepare for job readiness and/or to provide temporary supportive services while looking for work. Supportive services for intensive job seekers include employment planning, counseling, and/or participation in public assistance programs. Training services include activities related to worksite learning, credential attainment, and/or skills development funded by one or more employment and training programs.

Employers are those people and organizations looking for qualified

applicants to fill job vacancies. Employers also include organizations seeking business services such as labor market information and/or data about unemployment insurance. Even employers experiencing layoffs and downsizing are customers of the Division through Rapid Response and Trade Act program services.

Customer expectations are solicited through personal contact, surveys, and various customer and advocacy groups. These expectations lead to identification of customer outcomes and goals. These goals are the focal point of the performance accountability system.

Services rendered to each customer group are classified by function and process. Performance accountability is maintained through each of the Division's target business processes. Target business processes are those activities performed by the agency that produce the most critical results for customers and which, if not accomplished successfully, mean failure of the organization's mission. Emphasis on defined business processes has the greatest impact on the division's desired outcomes. Target measures are identified for each target business process. The five target business processes are:

- Employment counseling – defined as those services to job seekers needing employment-related core, intensive and/or training services funded by Wagner-Peyser, WIA, acts of Congress related to trade (NAFTA/TAA), Temporary Assistance to Needy Families (CAP), Food Stamp Employment and Training, etc. Functions include labor exchange (employment services) and case management. The strategic goal of employment counseling is the increased earned income of individuals and families participating in employment-counseling services.
- Eligibility – defined as those services to job seekers needing supportive services such as financial assistance (funded by Temporary Assistance to Needy Families – CAP or Career Assistant Program), Food Stamps, Child Care, Parent's Fair Share, or Medicaid when related to the determination and issuance of benefits. The strategic goal of eligibility is to provide appropriate, accurate and timely supportive services to all eligible job seekers and their families.
- Business Services – defined as those services to employers related to fulfilling their demand for labor and providing information about Missouri's labor market; and products to employers experiencing layoffs and terminations. Funding sources for business services include Wagner-Peyser and WIA. The strategic goal of business services is to increase access to

all external job opportunities for Missouri's labor force.

- Unemployment Insurance – defined as those services to recently unemployed job seekers eligible for UI benefits and reemployment services; and services to employers paying UI tax contributions. The strategic goal of Unemployment Insurance is to provide appropriate, accurate, and timely UI benefits and reemployment services to all eligible job seekers.
- Skills to build Missouri's workforce future initiative is a partnership to bring demand-driven industries and work together to identify needed work skills and to create higher skilled workers.

Performance accountability is achieved by:

- Identifying the Target Business Processes associated with program and service delivery
- Determining measures of performance (at the strategic and operational levels) that impact the defined Business Processes
- Monitoring the indicators of performance and providing continuous feedback to management teams at all levels
- Creating and implementing Business Plans to improve specific Target Business Processes

Missouri does not maintain separate performance goals at the local level. Nevertheless, local input to negotiated levels of performance is solicited and received through regional staff. Economic variables, income potential and career opportunities among other customer characteristics are taken into account when negotiating standards with the DOL regional office.

Unemployment rates, Poverty Rate, Economic Growth Rate and national averages for each outcome measure are variables used to estimate targets of performance. Additionally, Missouri's own historical levels of performance are factored into the process. Through annual surveys, Missouri tracks the correlation of services provided with overall customer satisfaction. Therefore, specific goals to increase entered employment rates, retention rates and earned income lead to greater customer satisfaction. Despite recent economic challenges, the Division should be able to meet negotiated standards of performance and improve them through continuous enhancement of procedures.

The State's approach to achieving continuous improvement is to employ specialized technical training sessions based on local information derived from the Continuous Improvement Reviews (CIRs) and local performance information. Throughout each year the Continuous Improvement team conducts CIR's in each of the 14 regions. Prior to a region's review, the review team meets with

Program and Field Operation staff to discuss each region's most recent WIA performance measures, concerns from the previous years review and any issues program/field staff feel may need to be addressed. This group reviews annual, as well as quarterly performance outcomes to identify areas that need improvement and then discuss steps the region could take to improve performance. The review team uses this information to guide discussions with the regions in order to develop plans to improve performance in the future.

During the CIR, DWD staff spend approximately four days in each region to observe how the services are provided and the process or methods used to provide these services. Included specifically in the CIR on-site visits are Title I file counts, customer and staff interviews, observation of triage and resource room activities, and randomly-selected participant file reviews (electronically and on-site). At the beginning of each visit, DWD review staff meet with the region's One-Stop Operator Staff, staff from the local Workforce Investment Boards (WIBs) and the local Continuous Improvement team. A list of questions pertaining to the customer flow, performance, and service integration is reviewed to evaluate the integration that has been accomplished. Part of this CIR includes using a set of questions designed to specifically address how well each region is providing services to customers. Included in this set of questions are those pertaining to processes used in the Career Centers. DWD staff will ask Career Center staff these questions to see if the processes they use reflect their performance measure outcomes.

Finally, the sessions analyze trends that lead to low and high performance. Technical training staff use Missouri's overall 'EZ' and more detailed 'Long Form' Quarterly Performance reports to compare performance to prior quarters and years. With local staff, the trainers look at trends to diagnose the source of performance failures. Issues may center around case management issues or simple data entry issues. Staff then put together a tailored training package that summarizes the strategies for addressing future performance. These sessions also include evaluation of strong performance and work with local staff to identify the causes. Local 'best practices' can then be shared with other regions.

2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38, Chapters 41 and 42 (Veterans Employment and Training Programs) that the state tracks. (ss111(d)(2), 112(b)(3) and 136(b)(2)(C))*

Missouri has identified several targeted applicant groups. These include dislocated workers, foster care youth transitioning to adulthood, at risk out-of-school youth, older workers, migrant and seasonal farm workers, Hispanic workers (particularly those with limited English proficiency), workers with disabilities, and veterans. Each of these customer groups is indicated in the database system so they can be monitored for improved employment outcomes.

3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them?*

Supplemental measures to federal reports are classified by defined business process. Many of these measures have benchmarks and established targets of performance beyond federal requirements. Defined business process measures for the above areas are listed below:

DWD Performance Measures	
Accountability Measures	
Measure Category	Frequency Report
<u>1.a. Entered Employment Rate (intensive and training job seekers)</u> – The percentage of those not employed at the date of participation: The number of participants who are employed in the end of first quarter after exit divided by the number of participants who exit during the quarter	Quarterly
<u>1.b. Rate of Employment Retention</u> – Of those employed in the first quarter after exit: The number of participants employed in the third quarter after exit divided by the number of participants who exit during the quarter	Quarterly
<u>1.c. Rate of increased earnings for all intensive and training services job seekers</u> – 1- Of those employed in the first quarter after exit: Earnings in first quarter after exit minus earnings in the quarter prior to the date of participation, divided by earnings in the quarter prior to the date of participation; and 2- Of those employed in both the first quarter and third quarter after exit: Earnings in the third quarter after exit, minus earnings in the first quarter after exit, divided by earnings in the first quarter after exit	Quarterly
<u>1.d. CAP () Engagement Rate</u> – defined as the number of CAP () cases subject to work participation requirements and time limits participating at least 30 hours per week in Federally approved employment-related activities, divided by the total number of open CAP () cases subject to work participation requirements and time limits.	Monthly
<u>1.f. Intensive and Training Caseloads</u> – defined as the number of intensive and training cases with an active enrollment.	Real Time
<u>1.g. Core Customers</u> – defined as the number of core customers with staff assisted services. Job seekers count only once regardless of the number of services.	Real Time
<u>1.h. Customer Satisfaction</u> – measured with surveys	Annually

DWD Performance Measures	
Accountability Measures	
Measure Category	Frequency Report
<u>3.a. Market Penetration</u> – defined as the number of employers (from tax records) served with one or more job orders at the Division	Monthly

Supplemental employment outcomes apply methodologies currently proposed by Common Measures (see TEGL 15-03). Other measures are consistent with techniques specified by various federal programs or were developed locally with user input. Generally speaking, these measures supplement existing Wagner-Peyser and WIA measures. Close monitoring of all measures helps to ensure the agency will see continuous improvement over the two years covered by this plan.

All measures described above are accessible in an intranet-based Toolbox reporting system. The process used to track and report these outcomes is similar to the process used to track and report federal outcomes. That is, data are extracted from production systems into a data warehouse. Information from the data warehouse is read by a web-based reporting tool that calculates outcomes, formats outputs, and displays data for printing and/or analysis in spreadsheets.

The state is in the final stages of implementing a Workforce System Balanced Scorecard that tracks workforce client outcomes in several ways, among several population groups, by local area, and by program served. The Scorecard measures employment, retention, earnings increases, and movement above the poverty line. It breaks down employment among those who were unemployed at registration and are Unemployment Insurance claimants. The Scorecard also tracks Customized Training outcomes, customer satisfaction, business and job seeker market share, cost/expenditure per participant, and job order cycle time. The Scorecard compares performance with numeric targets, developed based on economic factors and past trends.

The Division will report these outcomes as part of its Quarterly Strategic Planning meetings with its parent agency, the Department of Economic Development. It also will review results in monthly meetings with local area representatives and Division managers. The Scorecard will be available on-line through the Toolbox system, so all workforce staff can view it.

4. *Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various one-stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the statewide system will have access to the information needed to continuously improve. (s112(b)(8)(B))*

The State of Missouri's workforce system uses an internet-based case management system known as Toolbox. The Toolbox system provides a database, which collects customer information to be used for assessment, enrollment, customer tracking, and performance reporting of the programs operated by the Division. Partners, within the one-stop system, may access this data, to reduce duplication of information requested from the customer. Partner staff has the ability to read and enter case notes into customer records, which enhances the shared case management approach.

Missouri uses several common data systems and reporting processes to meet requirements. First, Missouri subscribes to the Data Analysis and Reporting Tool, (DART) (maintained by America's Job Link Alliance, AJLA). DART performs thousands of calculations to render all federally required Wagner-Peyser and WIA reports. This system uses wage matching from the State-source earnings file and the Wage Record Interchange System (WRIS). Reports from DART are generated at the state and local level in portable document file (PDF) formats and are accessible on the agency intranet.

Supplemental management reports such as those described above are accessed with Toolbox. Data access is provided by Missouri's state-of-the-art Toolbox-based approach to reporting aggregate and detailed information about customer activities and outcomes to administrators, supervisors, and front-line staff. Toolbox uses oracle software to read and summarize information from a data warehouse containing real-time records from several of Missouri's one-stop career center database systems. It includes applications for eligibility determination and issuance of public assistance benefits, unemployment insurance, case management, employment planning, job matching, and employer-reported wages. Toolbox provides supplemental summary and detail reports to internal users on multiple federal programs including Career Assistance Program (CAP), Food Stamps, Medicaid, the Workforce Investment Act (WIA), and the Wagner-Peyser Act. Most reports allow summary information to be provided to the local office location and to workers and/or customer detail.

The Division is currently enhancing this tool to support seamless integration of all workforce related services and compliance with the one-stop philosophy.

The Division is currently in the process of redesigning its case management and tracking system. Many of the already contracted enhancements to the current system are necessary to support full yet seamless integration of all workforce related services and compliance with the one-stop philosophy such as:

- Central tracking and reporting base for all partners in the workforce system reducing the likelihood of duplication or redundancies of services;
- Shift from program-centric focus to service level execution – one customer/one record regardless of the number of services providers participating in the customer's quest for self-sufficiency;
- Improved and intuitive application flow will free up staff time to focus more on customer needs and self-development rather than computer requirements;
- Online forms/document repository will ensure every staff member has access to the same information and tools;
- Comprehensive data validation should aid in the state's commitment to provide accurate reports to locals, state and federal stakeholders;
- Improved Communications among all partners; and
- Ad-hoc reporting to improve service providers abilities to track their own progress.

5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (ss111(d)(2) and 112(b)(1))*

Missouri's governor and local WIB private partnerships will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Partnerships do and will require frank input and feedback from partners, educating partners on their responsibilities, and clarifying what each contributes to the success of all. The Division will continue revamping the partnerships with other government agencies, especially those outlined in WIA. Formal information sharing among government agencies has improved and ensures effective partnerships. These partnerships have created a common goal of improving the state's workforce

investment system, which in turn also helps each partner realize their individual goals.

6. *How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the state and local boards use the review process to reinforce the strategic direction of the system? (ss111(d)(2), 112(b)(1), and 112(b)(3))*

Each quarter, the local boards meet to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the local board reviews quarterly performance reports including federal measures as well as supplemental indicators. Details on regional or office locations are available. As measurements increase and decrease, local boards will take an active role in identifying problem areas and scheduling follow-up. The local boards have the option to request technical assistance to enhance areas that require improvement. According to follow-up reports, the board ensures the strategic direction of the system is maintained.

Local WIBs will set performance targets for WIA Title I in a negotiation process developed with local partners. These targets, with measurable milestones, will be the goals to which each area will strive. As data becomes available, progress toward those targets will become trackable, as will the data relative to customer progress through milestones. These data items will become the basis for management reporting at the local level, as well as management negotiation elements for enhancing partnerships.

The state will be developing management reports, to be generated quarterly, to assist local areas in determining progress toward WIA outcomes. As these reports are generated, local areas that show a significant lack of progress will be provided technical assistance. Technical assistance may include:

- Technical assistance from any Division section in all aspects of accountability. Consultations may be with WIB members, WIB staff, CLEOs, one-stop operators, WIA Title I operators, or subcontractors.
- A written corrective action plan may be required of a local WIB.
- Continuous monitoring, quarterly accountability report review, desk monitoring and/or on-site negotiation discussions may be

held as appropriate.

MTEC, in accordance with WIA Section 116 (a)(3)(B), has defined ‘substantially met’ WIA performance. Local Areas will have ‘substantially met’ WIA Performance if the final Annual Report for a program year shows that the area achieved at least 80% of the area’s negotiated level on all measures, with no ‘Program Area’ cluster falling below 100% of the area’s negotiated level.

To be eligible to apply for an incentive grant, a local area must meet two criteria:

- 1) A local area must achieve at least a 100% cumulative program area score for each of the program areas and for the customer satisfaction group as reported in the WIA Annual Report; and
- 2) In addition, a local area may not have any of their 17 measures fall below 80% of their negotiated performance levels in order to be eligible to apply for an incentive grant. If a local area falls below this threshold of 80% on any of the performance measures for the first year, the State will provide technical assistance to the local area. If a local area falls below this threshold of 80% on any of the performance measures for two consecutive years, the area may be subject to sanction.

In accordance with WIA Section 117(c) (3) (B) “the Governor may decertify a local board if a local area fails to meet the local performance measures for such local area for 2 consecutive program years (in accordance with section 136(h)(2)(A)) The Governor shall take corrective actions, which may include development of a reorganization plan...”(See also 20 CFR Part 666.420)

Sanctions may include consolidation of local areas to achieve better results and improve administrative functions. Such consolidation will necessitate a re-certification of the local WIB. If a local workforce investment area fails to achieve its negotiated performance (or significantly exceeds its targets), by the end of the first year, re-negotiation will occur. While re-negotiation for failure to achieve results may not significantly reduce the targets to be achieved for its second year, a plan to redesign service provision or partner participation will be developed to enhance the area’s ability to achieve performance as negotiated. Performance

will be a major consideration as the state board (MTEC) deliberates local area designation by the end of the initial two-year temporary designation.

Local WIBs will review these management reports as decisions are made about the local one-stop system. As year-end approaches, local WIBs will be able to assess their achievement (or lack of achievement) of the targets set. Re-negotiation will occur to adjust future year targets based on the data available. As the target setting exercise will be done in a new environment, the key element to negotiation will be a local area's ability to respond to customer needs, more than the achievement of targets.

An accountability process was established in Missouri several years ago to strengthen government's strategic planning process. This venture, known as the "Show-Me Results", required each faction of State government to address results as a part of their strategic plan. Among those "Show-Me Results" for which the one-stop partners are responsible is a series of results known as "Prosperous Missourians".

While each agency is not directly responsible for tracking these results, each agency, (and MTEC) is responsible for tracking outcomes that contribute to these results. The performance measures described in this plan will contribute to these results, as will the additional "Governors Outcomes" for which MTEC is also responsible.

7. *What steps has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in TEGL 15-03, December 10, 2003, Common Measures Policy? In addition, what is the state's plan for gathering baseline data and establishing performance targets for the common measures. NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

Missouri is among a small number of states that have actually created reports to calculate outcomes using the methodology of Common Measures as identified in TEGL 15-03. All of the supplemental employment outcomes discussed above use the Common Measures as a basis for computation. These measures have been applied to all ETA programs, as well as to all employment and training programs administered by the agencies of the U.S. Departments of Health and Human Services and Agriculture. As changes occur to these methodologies and as the

system is improved, Missouri is in an ideal position to meet targeted implementation dates.

8. *Include a proposed level for each performance measure for each of the two program years covered by the plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provided will help them attain their statewide performance goals. (ss112(b)(3) and 136)*

See Attachment 6.

E. Administrative Provisions

1. *Provide a description of the appeals process referred to in s116(a)(5)(m).*

The appeals process was described in Section VIII, A, 3.

2. *Describe the steps taken by the state to ensure compliance with the non-discrimination requirements outlines in s188.*

The Missouri Division of Workforce Development is responsible for implementing (WIA) non-discrimination regulations. The division complies with the requirements as prescribed at 29 CFR 37.23 through 37.28 regarding Equal Opportunity Officers. Consistent with 29 CFR Part 27, Local Equal Opportunity Officers (EOO) have been designated for each of the (14) Local Workforce Investment Areas. All are senior level employees whose other duties do not conflict with the responsibilities outlined for Local EOO's. Resources within the Division support the state's Equal Opportunity Program. Program operations within the Division provide staff support for planning and research, statistical data and other logistical support. The state WIA EO Officer is identified on all "Equal Opportunity is the Law" posters and other communication, such as the complaint guide that is made available to all applicants and employees within the one-stop system. This designation is required and the responsibilities include, but are not limited to, coordinating subpart C of 29 CFR and part 37: Governor's Responsibilities to Implement the Non-discrimination and Equal Opportunity requirements of WIA. Notices are

provided to all appropriate organizations including WIBs, one-stop operators, administrative and local offices (including one-stop partners) receiving WIA financial assistance. Missouri has established a notice and communication system that makes all covered individuals and interested members of the public aware of its obligation to operate WIA programs and activities in a nondiscriminatory manner. It also provides for the rights of covered individuals to file complaints of discrimination.

The division has provided guidance to WIA grant recipients, WIB chairs, one-stop operators and partners, local contacts, regional office managers and local EO officers regarding the required notice and communication system. “Equal Opportunity is the Law” posters in English and Spanish establish the state’s initial notification to address this element. The poster contains the required language as specified in 29 CFR Part 37.30. It also provides the name, address, telephone number and TDD number of the State WIA EO Officer. A list of Local Level EO Officers has been provided to the same. These posters are displayed prominently and conspicuously in areas frequented by the public and employees. All recruitment brochures and other materials routinely made available to the public include the statements (“agency name” is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available upon request to individuals with disabilities.”). Where a telephone number is included on publications, a TDD/TTY number or equally effective means of communication with individuals with hearing impairment is also included.

The state will continue to assess the need for training and development for all recipients of Title-I financial assistance through the duties performed by the local EO officers. The method and frequency for disseminating the EO notice to registrants/applicants and eligible applicants/registrants; participants, applicants for employment and employees/union or professional organizations that hold collective bargaining agreements or professional agreements with the recipient; subrecipient; and members of the public is performed, as well, through the duties of the local EO officers. The State has issued Equal Opportunity Issuance 08-00 that outlines the discrimination complaint procedures to be utilized by the state EO officer and recipients. This procedure has been adopted statewide for all entities. The process provides for the issuance of a written Notice of final Action that address each issue raised in the complaint within ninety days of the date on which the complaint was filed. When a complaint is filed, an initial notice is sent to the

complainant that contains an acknowledgement that the recipient has received the complaint and a notice that the complainant has the right to be represented in the complaint process. In addition, this notice will articulate a list of the issues raised in the complaint and for each issue, a statement whether the recipient will accept the issue for investigation or reject the issue, and the reasons for each rejection. Timelines for each step in the process is delineated in the Issuance. The provision for Alternative Dispute Resolution (ADR) will be offered initially to all complainants at the onset of filing a discrimination complaint. The state will provide a trained facilitator from the Department of Economic Development. The procedure highlights the right of the complainant to file a complaint directly with CRC. Also, the procedure discusses complaints may be filed alleging intimidation and retaliation. The complainant may also file with the CRC, if the Notice of Final Action issued by the state or the local WIB is not satisfactory. The process further provided that if there is no final resolution of the complaint within ninety days of the date the complaint is filed, the complainant is notified he or she may file his or her complaint with CRC within 30 days of the day the notice should have been issued. In addition, if the complainant is not satisfied with the Notice of Final Action, he or she has 30 days to file with CRC. Monitoring of regional compliance with Section 188 occurs during the annual Continuous Improvement Reviews.

XI. ASSURANCES

1. The state assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (s112(b)(11))
2. The state assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
 - a. The state has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. The state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. The state has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (s184(a)(6))

3. The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (s112(b)(12)(B))
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in Chapters 41 and 42 or Title 38 US Code. The state assures that it will comply with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215)
5. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (s117(c)(2))
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (s181(b)(7))
8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration plan has been developed and implemented. (s188)
9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (s185)
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority in section 189(c) of the act), which are necessary to enter into grant agreements for the allocation and payment of funds under the act. The procedures and agreements will be provided to the state through the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

* General Administrative Requirements --

- 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the act)
- 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
- OMB Circular A-87 – Cost Principles (as amended by the act)

* Assurances and Certifications --

- SF 424 B – Assurances for Non-construction Programs
- 29 CFR part 37 – Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR 37.20
- CFR part 93 – Certification Regarding Lobbying (and regulation)
- 29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

* Special Clauses/Provisions --

Other special assurances or provisions as may be required under federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. (The Labor Exchange Wagner-Peyser services are housed within the Division of Workforce Development under the Department of Economic Development.)
12. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The state certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees, in accordance with DOL regulations.
14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The state certifies it has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- * Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age,

disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially-assisted program or activity;

- * Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
- * Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- * The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- * Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant application also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I financially-assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I financially-assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable federal and state laws and regulations.

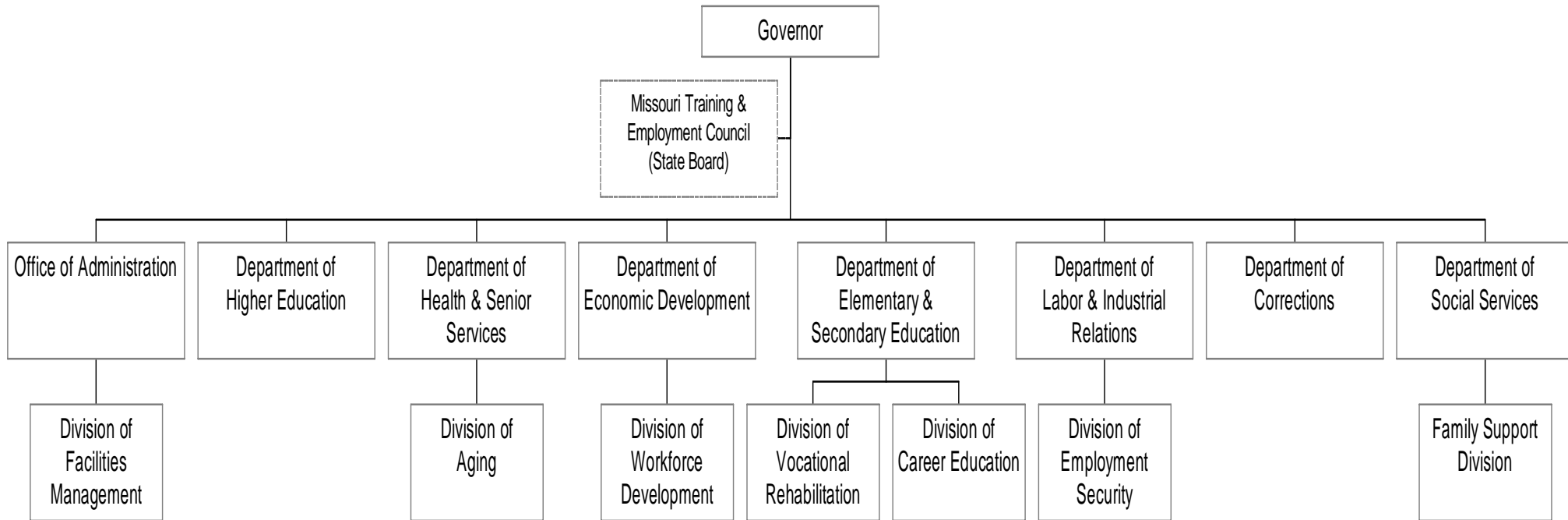
ATTACHMENTS

1. Missouri Workforce Investment System Governance Structure
2. MTEC (State Board) Membership & Staff
3. Local Workforce Investment Regions (Map)
4. PY 2005/FY 2006 Adult, Dislocated Worker and Youth Allocations
5. State Grievance Procedures
6. PY 2005 and 2006 Negotiated WIA Performance Measures
7. Local Planning Guidance
8. [Utilization of 10% Formula Funds Waiver](#)
9. [Recapture & Reallocation of Un-obligated Balances of Youth & Adult Funds Waiver](#)

10. Transfer of WIA Funds between Adult & Dislocated Worker Programs Waiver
11. Waiver Package Request

Attachment 1

MISSOURI WORKFORCE INVESTMENT SYSTEM
GOVERNANCE STRUCTURE



Attachment 2

MTEC (STATE BOARD) MEMBERSHIP & STAFF

The Council consists of thirty (30) members appointed by the Governor with the advice and consent of the Senate. Nine members represent business, industry and agriculture; nine members represent members of the General Assembly and state agencies and organizations. These include the appointment of one representative each from the Department of Economic Development, the Department of Elementary and Secondary Education, the Department of Labor and Industrial Relations, the Department of Social Services and the Department of Higher Education; nine members represent organized labor and community-based organizations in the state; and three members represent the general public. Each member of the Council serves for a term of four years.

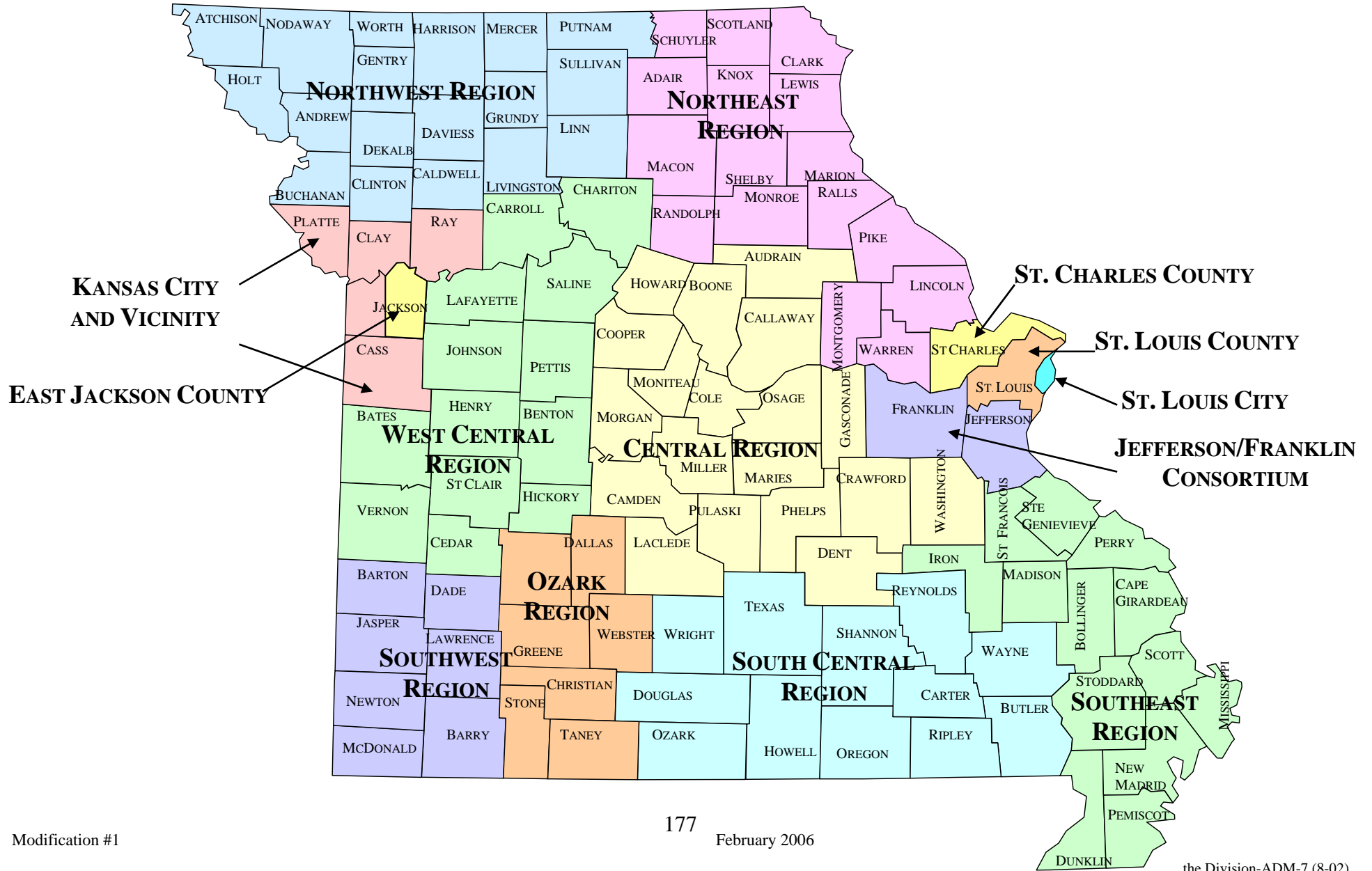
Business, Industry and Agriculture			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	vacant		
2	Garland Barton	Systems & Electronics, Inc.	8/28/2007
3	Miguel Meneses	KC Hispanic Chamber	8/28/2006
4	Chris Filer	NeCo Seeds	8/28/2008
5	Mary Kay Meek	Meek's Building Centers	8/28/2006
6	Anita Coulter	Kawasaki	8/28/2008
7	Herb Schmidt	Contract Freighters, Inc.	8/28/2007
8	Ajamu Webster	DuBois Consultants, Inc.	8/28/2006
9	Deb Vandevender	Grundy Electric Cooperative	8/28/2007

State and Local Government or Agencies			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Gregory Steinhoff	Department of Economic Development	
2	John Wittstruck	Department of Higher Education	8/28/2008
3	John "Gil" Kennon	Mineral Area College	8/28/2006
			8/28/2006
4	Nancy Headrick	Department of Elementary and Secondary Education	
5	Richard Payne	Cape Girardeau Career & Technical Center	8/28/2008
6	Katharine Barondeau	Division of Employment Security, Department of Labor and Industrial Relations	8/28/2008
7	Amber Boykins	General Assembly	8/28/2006
8	Rob Honan	Governor's Council on Disability	8/28/2005
9	Henry Shannon	St. Louis Community College	8/28/2005

Labor and Community Based Organizations			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Gloria Carter-Hicks	Hicks-Carter-Hicks, LLC	8/28/2009
2	Herb Johnson	MO AFL-CIO	8/28/2008
3	vacant		
4	Jerald Pelker	AGC Laborer's Training	8/28/2004
5	vacant		
6	Lewis Chartock	MERS/MO Goodwill Industries	8/28/2006
7	Brenda Wrench	Urban League (not-for-profit)	8/28/2005
8	vacant		
9	Jesse C. Caudle	United Auto Workers	8/28/2006
Public Members			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	vacant		
2	Mary V. Moore Johnson	Public Member	9/17/2007
3	Donald Hester	Public Member	8/28/2008

Staff to the Council	
Rose Marie Hopkins, Executive Director P.O. Box 1087 421 E. Dunklin Jefferson City, MO 65102 573-526-3880 rose.marie.hopkins@ded.mo.gov	JoAnn Hamburg, Administrative Assistant P.O. Box 1087 421 E. Dunklin Jefferson City, MO 65102 573-526-8229 Joann.hamburg@ded.mo.gov
Jason Gatz, Policy Analyst P.O. Box 1087 421 E. Dunklin Jefferson City, MO 65102 (573)526-1643 jason.gatz@ded.mo.gov	Glenda Terrill, Policy Analyst P.O. Box 1087 421 E. Dunklin Jefferson City, MO 65102 573-522-8621 glenda.terrill@ded.mo.gov

LOCAL WORKFORCE INVESTMENT REGIONS (Map)



Attachment 4

PY 2005/FY 2006 Adult, Dislocated Worker and Youth Allocations

WORKFORCE INVESTMENT BOARDS	Youth	Adult			Dislocated Worker (DW)			Total WIA
	PY 2005 Allocation	PY 2005 Allocation	FY 2006 Allocation	Total Adult Allocation	PY 2005 Allocation	FY 2006 Allocation	Total DW Allocation	Final Allocation PY 2005
Northwest Region	\$580,172	\$107,399	\$421,909	\$531,308	\$201,794	\$495,624	\$697,418	\$1,808,898
Northeast Region	\$471,559	\$86,173	\$332,334	\$418,507	\$159,220	\$391,059	\$550,279	\$1,440,345
Kansas City & Vicinity	\$2,293,534	\$431,032	\$1,662,322	\$2,093,354	\$368,974	\$906,236	\$1,275,210	\$5,662,098
West Central Region	\$672,493	\$126,735	\$488,765	\$615,500	\$182,410	\$448,017	\$630,427	\$1,918,420
St. Louis City	\$2,919,882	\$528,769	\$2,039,254	\$2,568,023	\$572,845	\$1,406,960	\$1,979,805	\$7,467,710
Southwest Region	\$376,102	\$74,785	\$288,415	\$363,200	\$126,683	\$311,147	\$437,830	\$1,177,132
Ozark Region	\$914,155	\$169,821	\$654,932	\$824,753	\$223,600	\$549,182	\$772,782	\$2,511,690
Central Region	\$1,072,549	\$196,750	\$758,787	\$955,537	\$297,325	\$730,259	\$1,027,584	\$3,055,670
South Central Region	\$743,646	\$144,387	\$556,842	\$701,229	\$151,259	\$371,505	\$522,764	\$1,967,639
Southeast Region	\$1,109,130	\$209,248	\$806,987	\$1,016,235	\$224,984	\$552,583	\$777,567	\$2,902,932
East Jackson Co. KC	\$359,326	\$68,164	\$262,882	\$331,046	\$169,950	\$417,412	\$587,362	\$1,277,734
St. Louis County	\$1,974,032	\$365,393	\$1,409,176	\$1,774,569	\$558,307	\$1,371,255	\$1,929,562	\$5,678,163
St. Charles County	\$151,153	\$27,097	\$104,504	\$131,601	\$89,647	\$220,183	\$309,830	\$592,584
Jefferson/Franklin Consortium	\$562,070	\$102,496	\$395,299	\$497,795	\$134,299	\$329,848	\$464,147	\$1,524,012
TOTAL	\$14,199,803			\$12,822,657			\$11,962,567	\$38,985,027

May-05

Attachment 5

STATE GRIEVANCE PROCEDURES

MISSOURI WORKFORCE INVESTMENT ACT - Complaint Guide

STEP 2

If the decision fails to satisfactorily resolve the grievance, the complainant has five (5) days from the receipt of the program operator's decision to present a written request for an impartial hearing and review of the decision. The program operator must ensure that a qualified hearing officer conducts an impartial hearing, within thirty (30) days of the original receipt of the written grievance. The complainant and respondent (if not the program operator) will be provided with a written notice of the date, time, and place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney.

The hearing officer is to present a written decision to the program operator, which in turn issues its decision to the complainant/respondent. In any case, the program operator must issue a written decision within sixty (60) days of its original receipt of the written grievance. If the decision fails to satisfactorily resolve the grievance, a party to the grievance may request a State review under the procedures outlined in Step 3.

If the program operator fails to issue this written decision to the complainant/respondent within sixty (60) days of its original receipt of the written grievance, the complainant has the right to request a State review under the procedures outlined in Step 3.

STEP 3

To request a State review, the disappointed party must submit its request, in writing, to: Division of Workforce Development
421 E. Dunklin, P.O. Box 1087
Jefferson City, MO 65102

This written request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date on which the decision should have been received (60 days from the date initially filed).

The review process performed by DWD may be conducted by its own staff, a licensed attorney through an impartial hearing or any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60) days of the date that the request for review was received.

APPEALS TO THE SECRETARY OF LABOR

Should DWD fail to issue a written final decision within sixty (60) days of receipt of the request, the disappointed party may request from the Secretary of Labor a determination as to whether reasonable cause exists to believe that the Act or its regulations have been violated.

This request must be filed within sixty (60) days of the date the final decision should have been issued from DWD. The complaint should contain the following:

1. The full name, address and telephone number of the person making the complaint;
2. The full name, address and telephone number of the respondent against whom the complaint is made;
3. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation;
4. The provision(s) of the Act or regulations believed to have been violated;
5. A statement disclosing whether any other proceedings involving the subject of the request have been commenced or concluded before any Federal, State or local authority and, if so, the date of such commencement or conclusion, the name and address of the authority and style of the case; and

A request will be considered to have been filed when the Secretary receives from the disappointed party a written statement sufficiently precise to evaluate the complaint and the grievance procedure utilized by the State and Statewide program operator.

LABOR STANDARD COMPLAINTS

Complainants may:

- a. Exhaust the non-criminal administrative process by submitting the complaint directly to DWD for review and disposition within sixty (60) days; or
- b. Submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties so provides. If sixty (60) days expires with no decision or an adverse decision is rendered, the complaint may be submitted to the U.S. Department of Labor that may change, reverse or issue a final decision.

CRIMINAL COMPLAINTS

Complaints alleging fraud, abuse or criminal activity must be immediately reported to the Department of Labor, Office of Inspector General-Investigation, 200 Constitution Avenue NW, Washington, DC 20510-55514. The hotline number is 1-800-347-3756. The required incident report forms are available through the program operator or from DWD. Program operators must simultaneously notify DWD of the filing of any incident report with the Office of Inspector General.

NON-WIA REMEDIES

In any case where the alleged violation of the Act or regulations is also an alleged violation of another law, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the appropriate authority under that law.

PROHIBITION AGAINST REPRISAL

No person, organization or agency may discharge or in any other manner discriminate or retaliate against any person or deny to any person a benefit to which that person is entitled because such person has filed any complaint, instituted or caused to be instituted any proceedings under or relating to the Act, has testified or is about to testify in any proceedings or investigation or has provided information or assisted in any investigation.

CONFIDENTIALITY OF INFORMATION

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible consistent with the need to conduct a fair review of the issues.

For further information or assistance, please telephone or write to your WIA contact person listed below.

Contact Name _____

Program Operator _____

Address _____

City _____ State _____ Zip _____

Phone _____ E-Mail _____

Auxiliary aids and services are available upon request to individuals with disabilities.
Alternate formats for non-English speaking individuals available upon request.
The Missouri Division of Workforce Development is an Equal Opportunity

MISSOURI WORKFORCE INVESTMENT ACT

Complaint Guide
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MISSOURI DIVISION OF WORKFORCE DEVELOPMENT
DEPARTMENT OF ECONOMIC DEVELOPMENT

P.O. Box 1087
Jefferson City, Missouri 65102-1087

(573) 751-1750

Acknowledgment of Receipt

I have received a copy of the Workforce Investment Act Compliant/Grievance Procedure pamphlet, have been given an opportunity to ask questions and by my signature below, I declare that I fully understand the procedure.

Signature

Date

Signature of WIA Staff Issuing Pamphlet

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following basis:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I financially assisted program or activity.

MISSOURI WORKFORCE INVESTMENT ACT - Complaint Guide

INTRODUCTION

This brochure describes the complaint and grievance process for programs and activities conducted by the Division of Workforce Development (DWD) statewide program operators. Four types of complaints are covered by this brochure:

1. Discrimination Complaints;
2. Program Complaints;
3. Labor Standard Complaints; and
4. Criminal Complaints.

Other than the following paragraphs applicable to all complaints, the method(s) for filing a complaint of each of these types is separately addressed in this brochure.

ALL COMPLAINTS

Any complaint must be submitted in writing and signed by the complainant or complainant's representative. It should include: your name, address and telephone number (or specify another means of contacting you), a detailed description of the complaint incident(s) indicating when, where and what acts comprise the basis of the complaint, individual names(s) or organization(s) responsible, and what relief is sought.

Complaints should be filed immediately after the complaint incident so that your rights will not be jeopardized due to untimely filing and so that the complaint may be promptly resolved. All time frames in this brochure refer to calendar days. Assistance and forms for filing such complaints are available through the program operator or the Division of Workforce Development.

DISCRIMINATION COMPLAINTS

Applicants, eligible applicants, participants, applicants for employment, employees and members of the public, including those with disabilities, and unions or professional organizations holding collective bargaining or professional agreements with DWD may file discrimination complaints using the following procedure. Exhaustion of the state's administrative remedies is recommended for expediency in complaint resolution.

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

Melissa Woltkamp, Equal Opportunity Officer

If you file your complaint with the recipient (DWD), you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

RELIGIOUS ACTIVITIES

Participants may not be employed under WIA to carry out the construction, operation or maintenance of any facility that is used or is to be used for religious instruction or worship. Participants who believe that they are being employed in violation of this prohibition may file a complaint in the same manner and subject to the same procedures as in the section, "What To Do If You Believe You Have Experienced Discrimination."

PROGRAM COMPLAINTS

If you believe you have been unjustly denied any benefit or service allowed under the Workforce Investment Act (WIA) or have reason to believe any of the following situations has occurred: a violation of the Act, federal regulations, as well as those arising from actions such as state-level audit findings or disallowance, or the imposition of sanctions taken by the Governor with respect to state audit findings, investigations or monitoring reports; The Workforce Development Act requires that statewide program operator procedures (Steps 1 and 2) must first be exhausted before a complaint may be escalated to the State (DWD). Likewise, State level procedures must be exhausted before escalating a complaint to the U.S. Department of Labor except in complaints alleging discrimination.

NON-PARTICIPANT COMPLAINTS

The Workforce Investment Act permits program operators, contractors, grantees, sub-grantees, sub-recipients, subcontractors, and any other interested party to file grievances about programs or activities under the law using this procedure.

PARTICIPANT COMPLAINTS

During orientation, participants are informed whether they will file any employment-related complaint through their employer's grievance procedure or the DWD program operator's procedures, as described in Step 1 and 2. If the employer's procedure is used, the time frames and steps contained therein will be adhered to.

For all non-employment related grievances or if a participant is unable to satisfactorily resolve any employment related grievance with his/her employer, the participant must utilize the procedures contained in this

Attachment 6

PY 2005 and 2006 NEGOTIATED WIA & WAGNER-PEYSER
PERFORMANCE MEASURES
REVISED 6-27-06

Missouri Performance Measure		
WIA Category	Missouri PY05 Planned Level	Missouri PY06 Planned Level
Adult Entered Employment	79.0%	80.0%
Adult Employment Retention	80.0%	81.0%
Adult Earnings Change	\$3,100	N/A
Adult Average Earnings*	N/A	\$8,788
Adult Employment & Credential	65.0%	66.0%
DW Entered Employment	86.0%	88.0%
DW Employment Retention	88.0%	88.0%
DW Earnings Replacement	(\$1,800) 81%	N/A
DW Average Earnings*	N/A	\$12,627
DW Employment & Credential	73.0%	74.0%
Older Youth Entered Employment	69.0%	70.0%
Older Youth Employment Retention	80.0%	81.0%
Older Youth Earnings Change	\$2,800	\$3,000
Older Youth Credential	49.0%	50.0%
Younger Youth Skill Attainment	84.0%	85.0%
Younger Youth Diploma Attainment	77.0%	78.0%
Younger Youth Retention	62.0%	63.0%
Participant Satisfaction	73.0%	74.0%
Employer Satisfaction	73.0%	73.0%
Wagner-Peyser Category	Missouri PY05 Planned Level	Missouri PY06 Planned Level
WP Entered Employment*	N/A	62.0%
WP Employment Retention*	N/A	82.0%
WP Average Earnings*	N/A	\$9,143

Performance targets are applied to all local employment centers and quarterly reports are generated. Monthly interim reports are available to assist local areas to monitor employment status of current and former participants. Based on quarterly outcomes, centers are ranked to identify those areas needing technical assistance. Supplemental measures, as defined above, are used to help ensure future outcomes are maximized.

* Asterisk indicates new performance negotiation with U.S. DOL.

LOCAL PLANNING GUIDANCE
for
MISSOURI WORKFORCE INVESTMENT REGIONS
Program Years 2005-2006

This document is designed to give the local workforce investment boards and their staff the guidelines for developing local Workforce Investment Act (WIA) plans for Program Years 2005 and 2006. Current local plans will be extended until September 30, 2005, when the state anticipates completing the review and approval process of these new plans.

According to WIA, local plans shall be consistent with the state plan. Therefore, the state is asking that the “Local Plan Content and Format” listed below (which follows the state plan) be used in the development of these plans.

While the WIA-mandated requirements are the same as those used for the current local plans, emphasis should be placed on how the system has improved and can meet Governor Matt Blunt’s vision for workforce investment, as well as the new national strategic direction.

Governor Blunt’s top priorities include emphasizing Missouri as a business-friendly state that develops family-supporting jobs, providing the best education for our children, and making state government more efficient and effective at providing services to our citizens.

President George W. Bush’s goals for the workforce investment system include realizing the reforms envisioned by WIA, to include: an integrated, seamless service delivery; a demand-driven system governed by business-led workforce boards; maximum flexibility in service delivery; customers making informed choices; increased fiscal and performance accountability, and a youth program targeting out-of-school populations with increased accountability. These goals are reflected in the national direction, which has been included as Addendum A to this planning guidance.

Therefore, Governor Blunt’s vision and the national strategic direction should be reflected in the local workforce investment board’s priorities.

Local Plan Content and Format

I. Local Workforce Investment Board’s Vision

State the local board’s vision for the workforce investment region and how this vision meets, interprets and furthers the Governor’s vision and the national direction.

II. Local Workforce Investment Priorities

*Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.**

III. Local Structure

- A. *Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.*
- B. *Describe the region's economic condition, including the following information by county and the overall region:*
- *average personal income level;*
 - *number and percent of working-age population living at or below poverty level;*
 - *unemployment rates for the last five years; and*
 - *major lay-off events over the past three years and any anticipated layoffs.*
- C. *Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan. **
- D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") *Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.*
- E. *Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.*
- F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites "can provide one or more partners' programs, services and activities at each site.") *Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.*

****Denotes WIA-Mandated Planning Requirements***

- G. *Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.*

IV. Economic and Labor Market Analysis

- A. *Identify the current and projected employment opportunities in the local area.**
- B. *Identify the job skills necessary to obtain current and projected employment opportunities.**

V. Overarching Local Strategies

- A. *Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps. These findings should include high-growth, high-demand employment opportunities within the region, as defined in the national direction.*
- B. *Describe the local board’s policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).*

VI. Major Local Policies and Requirements

- A. *Identify the local area’s policy for supportive services and/or needs-based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:*
 - *how such services will be funded when they are not otherwise available from other sources;*
 - *the services that may be provided;*
 - *documentation required for requesting service;*
 - *the maximum amount of funding and length of time for supportive services or needs based payments to be available to participants; and*
 - *procedures (if any) established to allow one-stop operators to grant exceptions to the limits established.*
- B. *Identify the maximum dollar amount for all supportive services combined per participant.*
- C. *Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.**

- D. *Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment”.*
- E. *Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs.*
- F. *Identify the funding limit for Individual Training Accounts (ITAs).*
- G. *Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.*
- H. *Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.*
- I. *Describe how the local region promotes integration of services through dual enrollment processes.*
- J. *List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.*

VII. Integration of One-Stop Service Delivery

One of the primary expectations of the workforce system under the WIA statutory framework is a seamless, integrated One-Stop delivery system. The expectation for an integrated service delivery system remains firmly embedded as a key principle of a demand-driven workforce system. The goal of integration is to ensure that the full spectrum of community assets is used in the service delivery system to support human capital solutions for businesses, industry and individual customers.

- A. *Describe the one-stop delivery system in the local region, including:*
 - 1. *A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;**
 - 2. *Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and*
 - 3. *A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-*

stop delivery system in the local area. (This should be included as Attachment 6 to the local plan.)*

- B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. *Describe the plan development process, including how input for the plan was obtained by all the partners involved in the MOU.*

VIII. Administration & Oversight of Local Workforce Investment System

- A. *Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.*
- B. *Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.*
- C. *Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan.*
- D. *If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.*

IX. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers.

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. **
2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*
3. *Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between the Division and partner staff.*

C. Rapid Response

*Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.**

D. Youth

A. *Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)*

B. *Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement in the projects, and the boards efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco etc.)*

E. Business Services

1. *Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to "broker" all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that have business outreach responsibilities. Describe innovative and/or outreach success(es) that may be considered best practice. Describe any modifications/revisions to the business outreach plans that were submitted to the Division during 2004.*

2. *Describe the region's commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri's incumbent worker and industry training programs.*

F. Innovative Service Delivery Strategies

Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

G. Strategies for Faith-based and Community-based Organizations

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)

X. Local Administration

- A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.**
- B. *An identification of the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).**
- C. *A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.**

- D. *Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.*
- E. *Identify how the local region ensures that services are not duplicated.*
- F. *Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.*
- G. *Include the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 in Attachment 5 to the local plan.*

Attachments to the Local Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Workforce Investment Board Membership List
3. Local Workforce Investment Board By-Laws
4. Complaint and Grievance Guidelines
5. Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006
6. Memorandum of Understanding (signed by all the parties)
7. Performance Improvement Plan and Update (if applicable)

****Denotes WIA-Mandated Planning Requirements***

Public Comment Process

Prior to submission, the local plans shall provide notice to the public of the plan's availability for comment. Local regions are expected to involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the review of this plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the region. This public comment period shall consist of 30 days.

Plan Submission Process

Deadline for local plan submissions will be August 31, 2005. A hard copy of the plan, with original signatures, as well as an electronic copy in Microsoft Word is required.

The hard copy should be sent to:

Division of Workforce Development
Planning and Research
P.O. Box 1087
421 E. Dunklin Street
Jefferson City, MO 65102-1087

The electronic copy should be sent to:

flowers.clint@ded.mo.gov

Plan Review Process

Once a complete plan has been submitted, the state anticipates a 30-day review process by the state's Local Plan Review Team. Formal notification of the plan's approval will be sent to the local workforce investment board (WIB) chair and a copy sent to the local WIB's staff director. The new local plans will be effective October 1, 2005.

Local Plan Modification Procedures

Upon DOL approval of the new state WIA/Wagner-Peyser Act Plan, the Division of Workforce Development (the Division) anticipates replacing DWD Issuance 01-00, Change 3, with a new local plan modification procedures issuance. The new issuance will reflect the elements of this local planning guidance.

Addendum A

National Strategic Direction

The purpose of this attachment is to inform the local regions of the national strategic priorities and direction for the workforce investment system for this planning cycle:

- Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy);
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through One-Stop delivery systems nationwide;
- A refocusing of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;
- Faith-based and community-based organizations playing an enhanced role in workforce development;
- Enhanced use of waivers and work-flex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and
- Reporting against common performance measures across Federal employment and training programs.

Federal goals for this two-year cycle include realizing the reforms envisioned by WIA, and incorporating new statutory and regulatory program requirements that have evolved since the passage of WIA, such as priority of service for veterans as prescribed by the Jobs for Veterans Act.

For further information on DOL's national direction, please refer to the Federal Register/Vol. 70, No. 69 dated Tuesday, April 12, 2005, *Planning Guidance and Instructions for Submission of Two Years of the Strategic Five-Year State Plan for Title 1 of the Workforce Investment Act of 1998 and the Wagner-Pessey Act; Pages 19206 through 19209.*

Addendum B

Apprenticeship Program Information

The President's High Growth Job Training Initiative is advancing the partnership between industry employers, community colleges and workforce providers to train workers who can compete in emerging fields like biotechnology, high-tech manufacturing, health care, and many others. Apprenticeship has been recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas.

Apprenticeship sponsorship, in collaboration with community colleges and the career center, uses classroom instruction and on-the-job training to provide quality training and certification of individuals needed now and in the future.

To promote apprenticeship sponsorship and collaboration, the Division is suggesting that the representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training be invited to WIB meetings (and other meetings, such as Missouri Employer Committee, chamber of commerce, etc.), invited to attend job fairs and conferences and arrange to work directly with career center staff, including business representatives. The Division encourages innovative ideas from local workforce investment boards for outreach to business and academic institutions to advance apprenticeship sponsorships.

UTILIZATION OF 10% OF FORMULA FUNDS WAIVER

(This waiver was approved by DOL on July 12, 2005. The approval letter follows this waiver.)

Statutory or Regulatory Requirement Requested to be Waived

The State of Missouri requests a waiver from the provisions of WIA section 129 (Use of Funds for Youth Activities) and WIA section 134 (Use of Funds for Employment and Training Activities), as well as a waiver from the provisions of WIA regulation at 20 CFR 663.145 regarding the use of WIA title 1 adult and dislocated workers formula funds. Missouri requests the waiver under the authority of the Secretary of Labor to waive certain requirements of WIA, title 1, subtitles B and E and sections 8-10 of the Wagner-Peyser Act. This authority is granted to the Secretary by WIA section 189 (i)(4)(A), and in the implementing regulations at 20 CFR 661.420.

Goals the State Intends to Achieve as a Result of the Waiver

Goals to be achieved by this waiver would be to improve the flexibility in not only designing and implementing WIA programs for local boards, but would also improve the ability of the boards to respond quickly to employers, incumbent workers, job seekers and youth. The Division anticipates that there would also be increased accountability at both the state and local areas due to this waiver approval.

Actions the State has Undertaken to Remove Statutory or Regulatory Barriers

On March 9, 2005, officials of the Missouri Division of Workforce Development attended the U.S. DOL WIA State Planning Guidance Regional Training Session in Rosemont, Illinois. At this meeting, the U.S. DOL Regional Director encouraged States to develop strategies to take advantage of flexibility provisions in WIA, to include the consideration of new waivers. This waiver being submitted is similar to the approved waiver requested by the State of Texas, in that Missouri has been looking for alternative methods of gaining programmatic flexibility within WIA.

The Division requests that if approved, the waiver would be effective July 1, 2005.

Programmatic Outcomes Expected to be Achieved as a Result of the Waiver

Missouri is interested in enhancing the flexibility of our public workforce system. Through this waiver, we are proposing to allow local boards to use funds allocated to them under sections 127, 128, 132 and 133 of WIA in the same manner as statewide activity funds are used under WIA sections 129 and 134 and 20 CFR 667.130. We hope to better serve the local needs of business, incumbent workers, job seekers and youth by utilizing up to 10 percent of local formula funds in the same manner as statewide activity funds. This flexibility will give Missouri's local boards an opportunity to meet the demands of their local economic conditions by expanding the allowable uses of formula funds in a timely fashion.

Under this waiver request, allocation of funds to local regions will still follow the provisions described in Sections 128 and 133 of WIA. The Governor will still reserve not more than 15 percent each of the amounts allotted to the State for the statewide activity fund, leaving the remainder of the funds to be allocated by formula to each of the 14 local regions. After the allocation process is complete, under this waiver request, a board having a need for additional flexibility would, under the guidelines established by the waiver and the local plan modification process, request to use up to 10 percent of its formula funds as allowable statewide activities at the local level.

These formula funds will continue to be tracked by funding stream and the local areas will be responsible for meeting programmatic outcomes that are specific to the nature of the activities they are conducting under this approved waiver. Local regions will still be required to meet performance goals for adult, dislocated workers, and youth programs and there would be no separate amount set aside for administration of these activities.

Individuals Impacted by the Waiver

Local boards would be able to request to use up to 10 percent of their local area formula allocation funds for adults, dislocated workers and youth to provide certain identified services, which will be tracked by funding stream. Local boards would specify a dollar amount, type of project and activities to be delivered through a local plan modification.

The following statewide activities are being requested for approval, as possible uses for these 10 percent local area formula allocation funds by local boards:

1. innovative incumbent worker training programs, including an employer loan program (WIA section 134 (a)(3)(A)(iv)(I));
2. innovative programs for displaced homemakers (WIA section 134 (a)(3)(A)(vi)(I));
3. programs to increase the number of individuals trained for and placed in non-traditional employment (WIA section 134 (a)(3)(A)(vi)(II));
4. carrying out activities for youth (WIA section 129 (b)(3));
5. development of exemplary program activities (WIA section 134 (a)(3)(A)(ii));
6. conduct research and demonstrations for a variety of populations including youth, adult, and dislocated workers (WIA section 134 (a)(3)(A)(iii));
7. rapid response activities which connect to and support state rapid response activities (WIA section 134 (a)(2)(A));
8. programs targeted to Empowerment Zones and Enterprise Communities (WIA section 134 (a)(3)(A)(iv)(II));
9. aversion of layoff activities (20 CFR 665.320 (d)(1)); and
10. other such adult, dislocated worker and youth activities as determined by the local areas via request to the state for approval, except for the activities excluded below (WIA section 134 (a)(3)(A)(vii)).

Missouri would not apply the waiver to the following activities, which we will continue to provide at the state level:

1. the provisions of WIA section 134 (a)(2)(B)(i) to (iv) pertaining to disseminating the statewide eligible training provider list, conducting evaluations for the purposes of state workforce activities, providing state incentive grants, and providing technical assistance for local areas that fail to meet performance standards;

2. assisting in the establishment and operation of one-stop delivery systems (WIA section 134 (a)(2)(B)(v)); and
3. operating a fiscal and management accountability information system under WIA section 136 (f) (WIA section 134 (a)(2)(B)(vi)).

Processes Used to:

- **Monitor the progress in implementing this waiver**

Should this request be granted, the Division will provide written notice to all regions, including the implications regarding the use of these funds. Under this waiver, local regions' performance and expenditure of their formula funds would need to be satisfactory before the expanded use under the waiver would be granted.

Local regions will be responsible for meeting programmatic outcomes that are specific in nature of the activities they are conducting under the requested waiver. The Division will ensure that specific performance outcomes for activities conducted under the waiver are established.

- **Provide notice and an opportunity to comment on this request to the local boards who would be affected by this waiver, and ensure meaningful public comment on the waiver request, including comment by business and organized labor**

As the waiver will be submitted within the plan, local boards will have an opportunity to review this waiver as they are reviewing the state plan during the public comment period.

A 30-day comment period from the date of publication in the major newspapers of the state will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the U.S. DOL's regional office in Chicago.

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



JUL 12 2005

The Honorable Matt Blunt
Governor of Missouri
Missouri Capitol Building
Room 216
Jefferson City, Missouri 65101

Dear Governor Blunt:

It is with pleasure that I respond to the State of Missouri's request for waivers of statutory and regulatory requirements under the Workforce Investment Act (WIA). This action is taken under the Secretary's authority to waive certain requirements of WIA Title I, subtitles B and E and Sections 8-10 of the Wagner-Peyser Act. In the Strategic State Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for the two-year period, July 1, 2005, through June 30, 2007, the state submitted two waiver requests. The requests are written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c), and appear to meet the standard for approval at 20 CFR 661.410(e). The following is the disposition of the state's waiver submission (copy enclosed).

Requested Waiver 1: Waiver to permit use of up to 10 percent of local area formula funds in the same manner as statewide funds.

The state is granted a waiver of the language that limits the authority to provide the activities identified in WIA Sections 129(b) and 134 to the state. This waiver will permit local areas to request to use up to 10 percent of local area formula allocation funds for adults, dislocated workers, and youth to provide statewide employment and training activities identified at WIA Sections 129(b) and 134, through June 30, 2007. These funds must be tracked by funding stream.

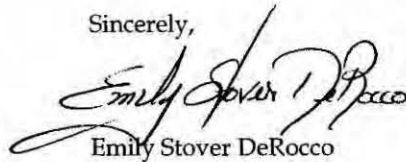
Requested Waiver 2: Extension of the waiver of the recapture and reallocation provisions of WIA sections 128(c) and 133(c) and 20 CFR 667.160, so as to also permit recapture and reallocation of obligated but unexpended balances of local area funds, using the expenditure levels specified in the state's request.

The state indicates that an extension will ensure maximum expenditure of funds, promote more effective and integrated service delivery, and continue to improve administrative efficiencies. Accordingly, we are approving an extension of this waiver.

As provided for under paragraph 3 of the executed Agreement, the approved waivers are incorporated by reference into the state's WIA Grant Agreement. A copy of this letter should be filed with the WIA Grant Agreement and the Strategic Plan, as appropriate.

We look forward to continuing our partnership with you and achieving better workforce investment outcomes. We are prepared to entertain other state and local level waiver requests that you may wish to submit, consistent with the provisions of the WIA statute and regulations.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Stover DeRocco", written in a cursive style.

Emily Stover DeRocco

Enclosure

Attachment 9

RECAPTURE & REALLOCATION OF UN-OBLIGATED BALANCES OF YOUTH & ADULT FUNDS WAIVER

(This waiver was re-approved by DOL on July 12, 2005. The approval letter can be found in Attachment 8.)

The State of Missouri received approval on March 17, 2003 for a waiver of statutory and regulatory requirements under the Workforce Investment Act. The approval was to waive the WIA regulation at 20 CFR 667.160, which implements the WIA Title 1 provisions relating to the recapture and reallocation of un-obligated balances of youth funds (WIA section 128 (c)) and adult funds (WIA section 133 (c)).

Missouri is requesting a waiver extension through this state plan, so that the Division of Workforce Development can continue to recapture and reallocate unexpended balances of local area funds. Total unexpended funds subject to recapture and reallocation in any funding stream would have to exceed \$200,000 before the state procedures would be applied to that funding stream.

This waiver request has allowed the Division to implement the de-obligation/re-obligation policy, which has enabled Missouri to establish rates of expenditure for local regions.

Missouri is requesting that this waiver be extended for program years 2005 and 2006.

**TRANSFER OF WIA FUNDS
BETWEEN ADULT & DISLOCATED WORKER PROGRAM WAIVER**

(This waiver was approved by DOL on November 23, 2005. A copy of the approval letter follows the waiver.)

The Division of Workforce Development (DWD), as the state of Missouri's administrative entity for the Workforce Investment Act (WIA), is requesting to eliminate the maximum limitation on the transfer of funds between the Adult and Dislocated Worker programs. This waiver would allow Missouri to have more flexibility in serving the distinct needs of each local workforce investment region.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The state of Missouri requests that WIA Section 133(b)(4) and WIA Regulations 20 CFR 667.140, which state that a local board may transfer up to 20% of the funds allocated to Adult and Dislocated Worker programs between these programs, be waived with the Governor's approval. (This 20% limitation was changed to 30% for Program Year 2005 and Fiscal Year 2006 allocations in the U.S. Department of Labor's (USDOL) Training and Employment Guidance Letter 23-04, dated March 25, 2005.)

The goal of this waiver request is to provide the state of Missouri with more flexibility to serve participants in the Adult and Dislocated Worker programs. This waiver would allow the Governor to grant additional funding for one of these programs when a local region has demonstrated a unique need.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions. Justification for the transfer request will continue to be required, as stated in *The State of Missouri's Strategic Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act, Program Years 2005-2006*.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- Local WIBs would be allowed to better use state and federal funds to meet the needs of local economy as they occur.
- Local WIBs will have more flexibility to utilize funds for serving customers when they are most needed, which will then improve state and local performance outcomes.

- The state and local workforce investment system will have increased accountability for providing better service to individuals.
- Local regions will be able to better meet the training needs of the region's high-skilled, high-demand jobs through more flexible funding.
- Missouri has experienced numerous layoffs and business relocations in recent years due to a changing global economy. The flexibility to transfer funds between programs impacts the individuals affected from the loss of employment by providing funding in a timely manner.

4. Individuals Affected by this Waiver

Adult and Dislocated Workers would be positively affected by this waiver because the local workforce investment boards (WIB) would be able to move funding to the program with the greatest need.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD is the entity responsible for monitoring all funding transfer requests. This waiver will be incorporated into a policy issuance that DWD will distribute to all local regions. Local regions will need to submit a plan modification requesting to transfer funds and the justification for the transfer. Once approved, DWD will monitor the affected region for positive performance outcomes.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via a hard copy memorandum and an email memorandum, with this plan attached.

Provide any Local Board Affected by the Waiver and Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow local WIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's regional offices in Kansas City and Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (www.mtec.ded.mo.gov) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional offices in Kansas City and Chicago.

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



NOV 23 2006

The Honorable Matt Blunt
Governor of Missouri
Missouri Capitol Building
Jefferson City, Missouri 65101

Dear Governor Blunt:

It is with pleasure that I respond to the State of Missouri's request for a Workforce Investment Act (WIA) waiver. This response is provided in accordance with the Secretary's authority to waive certain requirements of WIA Title I, subtitles B and E and sections 8-10 of the Wagner-Peyser Act. The following is the disposition of the state's waiver submission (copy enclosed).

The State of Missouri is requesting a waiver to increase the transfer authority of Local Workforce Investment Boards from the current 20 percent to 100 percent for Adult and Dislocated Worker funds. The request for funds transferability is consistent with the flexibility improvements the Administration is seeking in the reauthorization of the Workforce Investment Act through the consolidation of the WIA Adult, WIA Dislocated Worker and Wagner-Peyser Act (Employment Service) funding streams. Accordingly, the state is granted a waiver of the funds transfer limitation at WIA section 133(b)(4), through June 30, 2007. The waiver allows the state to approve local area requests to transfer up to 100 percent of local area allocations between the WIA Adult and Dislocated Worker programs.

The granted waiver is incorporated by reference into the state's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and also constitutes a modification of the state's approved two-year strategic plan. A copy of the letter should be filed with the state's WIA Grant Agreement and the state's approved two-year strategic plan, as appropriate.

We look forward to continuing our partnership with you and achieving better workforce investment outcomes. We are prepared to entertain other waiver requests that you may wish to submit, consistent with the provisions of the WIA statute and regulations.

Sincerely,

A handwritten signature in dark ink, appearing to read "Emily Stover DeRocco".

Emily Stover DeRocco

Enclosure

Attachment 11

WAIVER PACKAGE REQUEST

(The following waiver request package was sent to USDOL in March of 2006 and all but waiver request #8 and #11 were approved. We later declined waiver #1.)

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**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

Common Measures Waiver

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to eliminate the required 17 (15 core and two customer satisfaction) performance measures and replace them with the common measures delineated in TEGL 28-04. For Program Year 2006, the state of Missouri would be operating under six measures: Adult Entered Employment, Adult Retention, Adult Earnings Change, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

This waiver will allow Missouri to align with the common measures developed by the United States Department of Labor (USDOL) and begin implementation of these measures by July 1, 2006. Through this waiver, the state is hoping to mitigate the potential confusion of the current reporting system by discontinuing the use of the 17 measures and reducing them to the six common performance criteria called for under Adult and Youth common measures. This will simplify DWD's reporting for WIA Title 1B programs until full implementation of the common measures effective July 1, 2007.

While common measures requirements have not been fully implemented by USDOL, all states are required to implement certain common measure outcome definitions during this program year (PY05), while continuing to report their current performance measures.

Missouri is embarking on a new Request for Application (RFA) process that will provide funding to the One-Stop Centers (Missouri Career Centers) to ensure that services are integrated at the front line level and unified at the management level. Granting this waiver would compliment our efforts through the provision of common workforce system performance measures and make Missouri's workforce system more efficient and effective. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration can be enhanced.

These new measures will also be easier to manage and more clearly understood by Local Workforce Investment Boards (LWIB), businesses, and workforce investment system partners.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Missouri is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136(b)(2) and (c)(1) of the Act, as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The state of Missouri requests a waiver of the 17 indicators of performance for employment and training activities authorized under sections 129 and 134 of the WIA; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures.

This waiver request will enable Missouri's workforce development system to fully implement the six (three adult and three youth) new common measures being finalized by the USDOL and five other agencies. The state of Missouri wants to implement these common measures by July 1, 2006.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local regions. Nothing in this waiver is intended to prevent the state or any LWIB from implementing additional measures to assess performance.

3. Goals and Expected Programmatic Outcomes of this Waiver

The goal of this waiver request is to improve case management integration through the use of common measures that will capture the effectiveness of the system across all partners. It should minimize program silos, and decrease frustration over conflicting and confusing data collection requirements between partners.

This waiver would have the following goals and programmatic outcomes:

- Integrate the DWD programs and enhance productivity
- Provide a simplified and streamlined performance measurement
- Integrate staff in the One-Stop on the development, training, and implementation of an easy to use integrated management information system
- Improve One-Stop case manager integration through the use of common measures which capture the effectiveness of the system across all partners

4. Individuals Affected by this Waiver

A granting of this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system so that there is an increased focus on the system's performance.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

DWD is the entity responsible for the programs affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver. Missouri is prepared to be fully operational for the implementation of common measures data collection and reporting to meet the July 1, 2006, date. Training has and will continue to be provided to DWD staff and partner staff so both are prepared for the transition. DWD will monitor the progress of this waiver implementation by providing a means for reporting the impact on the number of individuals served and the performance results achieved following the adoption of common measures. It should also be noted that the system can and will adopt state-developed and locally-developed performance criteria as necessary, particularly in the first year of fully adopting the new measurement system.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

Allow Individual Training Accounts for Older Youth

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting a waiver to allow older and out-of-school youth to enroll in approved Individual Training Account (ITA) programs from the Eligible Training Provider List, while retaining their "youth" classification. DWD is also requesting to permit the use of ITAs for youth without needing to co-enroll youth under the adult program, therefore eliminating the need to track separately across funding streams.

The goal of this waiver request is to provide the state of Missouri and the Local Workforce Investment Boards (LWIB) with additional flexibility in providing training services to youth, while retaining limited adult funds to be used on adult training services. This allows LWIBs to enhance the delivery of occupational skills training to their youth customers.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) process that has seven funding categories, one of which is "Youth Skill Shortages and Capacity Building." This RFA is designed to address barriers preventing Missouri's neediest youth from being adequately prepared for the world of work.

The RFA's focus on connecting youth with high quality education and employment services can be better achieved if this waiver is granted. As the U.S. Department of Labor (USDOL) is aware, out-of-school youth are an important part of the new workforce "supply pipeline" needed by businesses to fill job vacancies. By allowing youth to have more access to ITAs, Missouri can connect these youth with quality job opportunities in high-growth industries.

This concept was also a part of the regulatory reform addressed in the \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region. This regional partnership with Missouri and Kansas will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future workforce needs in biotechnology, advanced manufacturing and healthcare.

Through this initiative, as with the RFA project described above, it is envisioned that to foster long-term prospects for regional growth, out-of-school and older youth must be provided the educational and training programs that propel these youth toward progressively higher levels of skill, responsibility, and wages. The ten Missouri counties who will be participating in the WIRED initiative in the Kansas City area will need to be focused on providing formal pathways for youth to better prepare for entry into high-growth industries, such as biotech, healthcare, and advanced manufacturing sectors. One of the methods to achieve this outcome will be to provide youth opportunities to enroll into ITAs. Therefore, the granting of this waiver will assist the success of both of these initiatives.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The state of Missouri is requesting that WIA Section 129 (which does not provide youth access to ITAs) and 20 CFR 664.510 (prohibits the use of youth funds to support ITAs for older youth) be waived in order for older youth and out-of-school youth to be enrolled in

ITAs while retaining their “youth” classification and without needing to co-enroll them under the adult program.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- LWIBs would be allowed to charge training costs as out-of-school youth expenditures, eliminating the need to track separately across funding streams.
- LWIBs would be able to provide youth the same opportunity as adults to make informed decisions about their future employment and career goals.
- Older and out-of-school youth who want to train for an occupation can pursue their occupational goals without the additional burden of having to meet adult or dislocated worker eligibility documentation.
- The local workforce investment system could move more quickly to meet the needs of youth who could benefit from an ITA.
- This waiver would ensure that LWIBs have the flexibility to deliver services based on individual needs of youth participants as intended by WIA.
- Presently, the co-enrollment of youth in the adult program can be burdensome and contributes to unnecessary and duplicative paperwork for the LWIB. This causes undue hardship on the region for the tracking and reporting of duplicative activities, expenditures and outcomes.

4. Individuals Affected by this Waiver

Older and out-of-school youth who want to train for an occupation can pursue their occupational goals without the additional burden of having to meet adult or dislocated worker eligibility requirements. LWIBs would have less paperwork and tracking processes to follow if this waiver is granted.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this waiver request be granted, it will be incorporated into a policy issuance that would be distributed to all local regions. The state will monitor the local regions to ensure that funds used for ITAs are tracked and reflected in the individual service strategies for these youth.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST**

WORKFORCE INVESTMENT ACT

Eligible Providers of Youth Activities

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to waive the requirement for eligible providers of youth activities to always be identified on a competitive basis. This waiver would allow Missouri and the Local Workforce Investment Boards (LWIB) to contract with eligible providers of youth activities without a competitive bid process so that innovative programs can be offered to youth without procurement constraints.

In some rural areas of the state, there are not enough service providers to make a selection on a competitive basis, particularly if the service provider cannot accommodate all ten program elements required for youth (see Missouri's request for Waiver #4 of this waiver package). In Missouri, seven of the fourteen regions are considered rural. If this waiver is approved, Missouri would require that LWIBs certify that certain conditions would be met as a result of applying this waiver. These conditions might include the following:

- Increasing customer choice in accessing training opportunities in demand occupations;
- Increasing the number of training providers;
- Providing greater flexibility in securing training providers;
- Promoting better use of training providers in rural areas, or
- Eliminating duplicate processes for training providers.

Missouri also has long-standing relationships with many youth service providers. Long-term relationships and a building of trust have developed over the years. When a different youth provider must be sought just to meet the competitive procurement process, the rendering of services can be disruptive and can cause instability in a relationship that is working smoothly in providing quality WIA services.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) that has seven funding categories, one of which is "Youth Skill Shortages and Capacity Building." This RFA is designed to address barriers preventing Missouri's neediest youth from being adequately prepared for the world of work.

The RFA's focus on connecting youth with high quality education and employment services can be better achieved if the flexibility provided by this waiver is granted. Through this new innovative approach, there may be a need to move quickly on a new partner in the community that could provide some unique services to the region's youth that only that specific service provider can offer, thus putting a burden on the project if it has to be procured.

This concept was also a part of the regulatory reform being addressed in the \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region. This regional partnership with Missouri and Kansas will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future workforce needs in biotechnology, advanced manufacturing and healthcare.

Through this initiative, as with the RFA project previously described, there will be a number of traditional and non-traditional organizations that will be providing services to youth participants in the region's ten counties. Missouri wants to be in the forefront in remedying barriers to opportunity and employment faced by the neediest youth – a critical component of our future workforce. This involves the need to transform exemplary program design concepts into action with as few bureaucratic hurdles as possible. Through this waiver, DWD is attempting to accomplish this transformation.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The state of Missouri requests that WIA Sections 117(d)(2)(B) and 123, and WIA Regulations 20 CFR 664.410 be waived so that the LWIBs would have the option to competitively select service providers for youth. In some areas of the state it is difficult to find more than one or two service providers, and by providing flexibility in the competitive bid process, the local region could use the time more wisely without going through a procurement process.

The goal of this waiver request is to improve youth services by increasing customer choice in accessing training opportunities in demand occupations, increasing the number of training providers, providing greater flexibility in securing training providers, promoting better use of training providers in rural areas, and eliminating duplicate processes for training providers. The state is not looking to circumvent the process, but rather to provide assistance to a local region when they have demonstrated a unique need to utilize a particular service provider.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- LWIBs would be allowed to better utilize youth funds to meet the needs of the youth participants who are interested in occupational training as they occur.
- Reduce the costs associated with competitively procuring service providers when there are not enough providers in the region to warrant the process.
- Youth elements, such as work experience, can be labor intensive; and some LWIBs don't have the staff resources to dedicate to this element in any extensive manner.
- Local regions would better meet the training needs of the region's high-skilled, high-demand jobs through more flexible funding with quicker response to a youth's training needs.

4. **Individuals Affected by this Waiver**

Youth participants and youth service providers, along with the LWIB would have more flexibility to respond quickly to the needs of their local region.

5. **Processes Used to:**

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD is the entity responsible for incorporating this waiver into a policy issuance that would be distributed to all local regions. Local regions will need to justify why a competitive bid process would not be followed, and DWD would monitor the local region to ensure proper justification.

Provide Notice to any LWIBs Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Allow Local Regions to Provide the Ten Youth Program Elements
as Options Available to Youth Participants**

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to provide more flexibility to the Local Workforce Investment Boards (LWIBs) in providing the ten program elements to youth. WIA requires that local regions include each of the ten program elements listed in WIA Section 129(c)(2) as options available to youth participants. In some regions, some of the elements are not always available, nor an option for any of their participants. Missouri would like the flexibility to allow the local regions the option of providing as many of the program elements as they find feasible for their youth population. Missouri would request this waiver so that staff would be allowed to focus on the services that would be most in demand for youth in the local region.

Missouri wants to provide the LWIBs the option of providing as many of the program elements as they find feasible for each of their youth participants. By providing this waiver, LWIBs would be allowed to focus on the services that meet the most in demand needs for youth in their local region. Also, to further integration and minimize duplication, DWD always looks to its partners to assist in providing some of the youth program elements to maximize resources. As resources get tighter; however, DWD cannot always guarantee that a service will be provided by a partner agency. Every effort is made to provide youth all of the needs they require to become self-sufficient and find successful employment opportunities.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) that has seven funding categories, one of which is "Youth Skill Shortages and Capacity Building." This RFA is designed to address barriers preventing Missouri's neediest youth from being adequately prepared for the world of work.

Through this new innovative approach, DWD is encouraging LWIBs to follow the U. S. Department of Labor's (USDOL) new strategic vision that recommends youth programs focus on serving the neediest youth with priority given to out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court-involved youth, children of incarcerated parents, and migrant seasonal farm worker youth. Every youth program must evolve to the next level to achieve the outcomes that will be vital to the economy. Program services will be designed to meet the needs of youth participants and business employers. By continuing to require the LWIBs to provide all ten program elements, there is a concern that this may impede the progress of a new innovative approach to youth programming.

Missouri wants to be in the forefront in remedying barriers to opportunity and employment faced by the neediest youth – a critical component of our future workforce. This involves the need to transform exemplary program design concepts into action with limited resources and as few bureaucratic hurdles as possible. Through this waiver, DWD is attempting to accomplish this transformation.

This concept was also a part of the regulatory reform addressed in the \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region. This regional partnership with Missouri and Kansas will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future workforce needs in biotechnology, advanced manufacturing and healthcare.

Through this initiative, as with the RFA project described earlier, it is envisioned that to foster long-term prospects for regional growth, youth must be provided programs that will strategically place them into a system which helps drive the occupational skills they need to expose them to high-growth industries, advancing their skill sets that helps both the youth and the regional economy. It is hoped for the success of both of these initiatives that this waiver will be granted.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The state of Missouri is requesting that WIA Section 129(c)(2) be waived. While the state recognizes that all ten program elements can be crucial to a youth's success, there are some instances in which it may not be feasible for a particular youth to participate in one or more of the elements. With the approval of this waiver, local case managers would have flexibility to customize a youth's employment plan that aligns more closely with their occupational goals.

The goal of this waiver request is to provide the state of Missouri with more flexibility in serving youth participants without losing the concept that, in most cases, the ten program elements are important to the youth participants served in Missouri. The state wants to have the option and allow the LWIBs more flexibility in this process when a local region has demonstrated a unique need. LWIBs may not have the money in their budget to cover all of these options, such as paid work experiences; rural areas may have trouble finding internships and occupational skill training dollars are limited for youth.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- LWIBs may not have the money in their budget to cover all of these options, such as paid work experiences; rural areas may have trouble finding internships, etc.
- Occupational skill training dollars are limited for youth.
- Gives more flexibility to the LWIBs to decide on their youth program design, thus maximizing their resources.

- Allows case managers more flexibility in developing a youth's employment plan.

4. **Individuals Affected by this Waiver**

The LWIBs would have more flexibility in program design options and the youth customer could have a more customized employment plan.

5. **Processes Used to:**

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD will incorporate this into a policy issuance that will be distributed to all local regions. DWD will monitor the local regions to ensure that documentation of the reason for a youth participant not receiving all ten program elements is tracked and reflected in their individual service strategy.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

STATE OF MISSOURI WAIVER REQUEST WORKFORCE INVESTMENT ACT

Waiver of 12 Month Follow-Up Services for Youth Participants

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting a waiver to eliminate the requirement that all youth participants need to receive some form of follow-up services for a minimum duration of 12 months.

Missouri would request this waiver to provide the Local Workforce Investment Boards (LWIB) greater flexibility for utilizing their staff resources. LWIB policy could specify what circumstances staff would utilize this policy in following-up with a youth after they have exited the program. This waiver would reduce staff costs and provide flexibility in spending more dollars in other

youth program activities, ensuring that WIA funds allocated to each LWIB are being utilized in a way that will maximize customer service and efficiencies of WIA staff.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) process that has seven funding categories, one of which is “Youth Skill Shortages and Capacity Building.” This RFA is designed to address barriers preventing Missouri’s neediest youth from being adequately prepared for the world of work.

Through this new innovative approach, DWD is encouraging LWIBs to follow the U.S. Department of Labor’s (USDOL) new strategic vision that recommends youth programs focus on serving the neediest youth with priority given to out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, and migrant seasonal farm worker youth. This RFA encourages LWIBs to find new and innovative approaches in dealing with the neediest youth; it is also recognized that the neediest youth population can be harder to manage when they have exited the program.

Through the new \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region, the regional partnership with Missouri and Kansas are committed to developing a steady pipeline of youth to improve the Kansas City region’s economic viability, and pursue a more aggressive youth program model that reconnects youth to the education system and the world of work. This partnership will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region’s current and future workforce needs in biotechnology, advanced manufacturing and healthcare.

In implementing both of these initiatives, the state will need the flexibility with the youth population, as it does with the adult and dislocated worker population, in addressing the participant’s follow-up needs. As the state moves forward with these new projects, DWD will want to maximize the resources, concentrating on those youth who really need follow-up services. While follow-up services remain a valuable option to the system, this policy can sometimes be overly restrictive. While the nation continues working towards a more “customer choice” approach in providing services, and USDOL is encouraging states to apply for more waivers to increase their program flexibility, it makes sense with these new initiatives that DWD be relieved of this mandate when the individual is no longer wanting services or is not available because of circumstances such as geographic relocation.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The state of Missouri requests a waiver of 20 CFR 664.450(b) under WIA Section 129(c)(2)(I), which requires all youth participants to receive some form of follow-up services for a minimum duration of 12 months. The state requests this waiver so LWIBs have the option to provide follow-up services for a youth, if warranted. WIA staff would document in the youth’s individual service strategy and the justification for waiving any follow-up services during the 12 month period after exit.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- Maximizes the flexibility that a LWIB has in determining which youth participants need to receive follow-up services and for how long.
- LWIBs could choose which participants (i.e., who got a great job, becoming self-sufficient and no longer needed or wanted any services; in-school and being tracked through the educational system; moved to another location and became employed, joined the military or incarcerated) would receive follow-up services.
- Maximizes the resources available under limited youth funding for a local region.

4. Individuals Affected by this Waiver

LWIBs would be able to direct the management of their staff's time more effectively when working with youth. In some instances, youth participants can be very transient in nature and it is difficult to continue following up on the participant when they have left the area.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD would incorporate this waiver into a policy issuance that would be distributed to all local regions. DWD will monitor the local regions to ensure that documentation for a youth participant who does not receive follow-up services is tracked and reflected in the individual service strategy for the youth.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Waiver to Allow the Governor to Utilize
WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds**

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to provide additional flexibility for the Governor to meet priority demands in the state, such as focusing on a demand-driven, business environment and strengthening the local regions by focusing on employer and worker competitiveness through skills upgrade training.

The state of Missouri is requesting that the Governor have the flexibility to utilize up to 25 percent of the funds reserved for rapid response activities for statewide employment and training activities, with the exception of administration. The state, through this waiver request, assures the U.S. Department of Labor (USDOL) that it will continue to carry out all required rapid response activities and will maintain its ability to respond to worker dislocations in collaboration with employers, labor unions, and other stakeholders.

WIA requires that states reserve 25% of their total dislocated worker allocation for rapid response activities, and reserve not more than 15% of Adult, Dislocated Worker and Youth funds to be used for statewide activities. It is recognized that with this waiver, additional training opportunities could be made available while maintaining an adequate level of rapid response reserve funding. The State of Missouri wants to provide funds to LWIBs for incumbent worker training programs to meet the economic needs of the local communities.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Missouri is requesting a waiver of the language limiting the authority to provide the activities at WIA Section 134(a)(1)(B) to statewide reserve funds. This waiver would permit the state to use up to 25 percent of the funds reserved for rapid response activities at WIA Section 133(a)(2), to provide the allowable statewide employment and training activities authorized at WIA Section 134(a)(3)(A), with the exception of administration, at WIA Section 134(a)(3)(A)(i).

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

As described, Missouri's primary focus for use of these 25% funds will be to assist the state in meeting the demand for incumbent worker training. Missouri is interested in strengthening the demand driven system of integrated employment and training service offerings to give the state a competitive workforce and long-term economic growth.

The goals obtained by approval of this waiver include:

- LWIBs would be better equipped to handle the business needs in their communities with training that would provide more highly skilled employees.
- Align local-level workforce development strategies with the Governor's vision for an improved demand and economically driven workforce system.
- Assist Missouri in addressing some of the strategies of the USDOL's national strategic priorities, including the enhanced integration of workforce investment systems and providing greater flexibility in structuring workforce investment systems.
- Increase employer/LWIB collaboration to address industry needs and worker training.

4. Individuals Affected by this Waiver

The state and local regions will be able to target more resources than the state has allocated at this time for layoff aversion activities involving incumbent worker training.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this waiver request be granted, DWD will ensure that regular reviews of the funds utilized for incumbent worker activities will not negatively impact the local services to dislocated workers. The state will monitor the implementation of the waiver through oversight and local reporting. The state will review applicable policies and procedures developed for this waiver and modify as necessary.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's regional offices in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Minimize Data Capture Requirements for Individuals Trained
Under the Incumbent Worker or Employed Worker Training Programs**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to minimize data capture requirements for individuals trained using state level or local funds to provide Incumbent Worker (IWP) or Employed Worker Programs (EWP) based on employer application, rather than individual trainee eligibility.

Under current law, strenuous eligibility documentation is required and individual demographic data gathering causes undue hardship and often leads to a lack of interest by businesses to become involved in these training programs. This goes against Governor Blunt's goals of creating jobs and expanding our economy in the most efficient manner possible. For example, the Incumbent Worker Program (IWP) has more stringent guidelines attached to it than the state funded customized training program, because the individual and employer both have to follow WIA guidelines. If Missouri was able to minimize the data capture requirements, then perhaps more businesses would think the paperwork involved would be worth their effort.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This new Request for Application (RFA) has seven funding categories, one of which is "Incumbent Worker Skills Shortages." This RFA is designed to assist incumbent workers to succeed and advance in the workplace. Through this RFA, Missouri will provide funding to assist businesses with skills upgrade training for current, full-time workers. Priority will be given to innovative and collaborative training projects that increase employee opportunities, and enhance company growth and productivity.

Projects will clearly demonstrate an increase in the skill levels of current workers to meet the needed workplace skill requirements. Projects should be for the purpose of improving employee earning potential through the upgrade of skills and training on new technology and to assist in keeping businesses competitive to promote growth and avoid layoff. Projects must be designed in cooperation with the industry and its workers, and must assure that workers remain skilled, employed, and competitive in the workplace.

Since the Incumbent Worker Program seeks to upgrade the skills of existing workers employed by businesses operating in our state – and in many cases this training is sought to improve the competitiveness of both the employer and the worker – data capture requirements should be based on employer application, rather than individual trainee eligibility.

One of the primary reasons local workforce boards provide IWP is to improve their regional economies by upgrading the skills of their workforce, enabling both the employer and the individual worker to improve their competitiveness. As workers improve their skills and climb the career ladder, it enables the board to backfill those vacancies. Thus, the program builds employer usage and satisfaction of the public workforce system. A hindrance to the usage of these programs is the federal data requirements.

All individuals served with WIA funds must be included in the state's performance report. Individuals served in the state's IWP program are only required to provide minimal participant data. When using local funds to serve the participants for an employer a full application is required to be completed by the employer. The full application includes all of the elements above, as well as additional program elements, education attainment levels, family status and income. A full application is appropriate for individual trainee eligibility or the unemployed, but it is too cumbersome when working with employed workers and employers to achieve skills upgrade training.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The State of Missouri requests that WIA Regulations at 20 CFR 666 and 20 CFR 667.300 be waived so that the data capture requirements be minimized to attract more Missouri businesses to utilize the IWP, as well as improve economic conditions for the local economies through further flexibility by the state.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute it to the LWIBs.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- Training will be provided to increased numbers of individuals.
- Linkages with employers and economic developers will be improved and they will be better prepared to respond to the skills upgrade training needs of their local employers.
- The public workforce system will be demand driven to respond to the skills upgrade training needs of Missouri's economy.
- Elimination of excessive data capture requirements at the LWIB when regional allocated funds are used to provide employed worker training.
- Greater coordination of state and local workforce board activities with state and local economic development efforts.

4. Individuals Affected by this Waiver

All WIA customers, as well as the state's regional workforce boards, will be positively affected. LWIBs will improve linkages with employers and local economic development representatives in their areas resulting in an increased investment of WIA funds.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD will incorporate this waiver approval into a policy issuance that DWD will distribute to the LWIBs.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Waiver to Increase the 10% Allocation of Wagner-Peyser Funds
Allotted to the Governor for Discretionary Needs**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting a waiver allowing the Governor to have the flexibility to increase the amount of reserve set aside, from 10% up to 20% of the Wagner-Peyser funds.

Currently, ninety percent (90%) of the allocation for Wagner-Peyser is for operating the labor exchange services (job search, placement and testing, etc). Ten percent (10%) of the sums allotted to each state are reserved for the Governor's flexibility. By increasing the discretionary allocation from 10% to 20%, the Governor will have more flexibility to maximizing resources aimed critical skills gaps in regions throughout the state.

Currently, all of Missouri's Wagner-Peyser 7B allocation is being utilized to fund Jobs for Missouri Graduates (JMG, which is Missouri's program for Job's for America's Graduates). This is a school-to-work transition program designed to assist high school seniors in making a successful transition from school to the workforce. The purpose of the program is to provide high school seniors with employability skills, training, career counseling, leadership training and the academic support necessary to ensure their graduation from high school and to assist them in making a successful transition from high school to the world of work. DWD has invested \$60,000 per site on each JMG project. Currently, we have 23 projects with other sites being requested and are unable to expand services.

DWD fully intends to continue operating a statewide labor exchange program fully integrated with other one-stop program partners. However, allowing the Governor further discretion by granting up to 20% instead of the 10% allotment, the state can have additional flexibility to target limited workforce resources on special needs, which are critical to the success of the workforce investment system.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

According to 20 CFR 661.410, the regulations provide the specific provisions of what cannot be waived under Wagner-Peyser. However, it states under Section 20 CFR 661.410(c) that, "The Secretary does not intend to waive any of the statutory or regulatory provisions essential to the key reform principles embodied in the Workforce Investment Act, described in 661.400, except in extremely unusual circumstances where the provision can be demonstrated as impeding reform (WIA sec. 189(i))."

On November 16, 2005, the President of the National Association of State Workforce Agency (NASWA), JoAnn Hammill, submitted a letter to Senator Michael Enzi on behalf of the NASWA members, requesting the Senator's support of the newly approved policy

positions on reauthorization of WIA (see Attachment 1) that was approved by the NASWA Board on July 22, 2005. Missouri has a particular interest in Policy 7, which states: “NASWA supports providing governor’s state funding flexibility for the WIA adult/dislocated worker and Wagner-Peyser Act programs.”

The National Governor Association’s (NGA) position would also support this waiver request. NGA’s policy is stated through Policy Position_ECW001, dated February 27, 2004: Governor’s Principles to Ensure Workforce Excellence Policy, Section 1.3.2 Flexibility to Coordinate or Transfer Funds. It states: “Congress should provide Governors with the option to coordinate WIA funding to meet the unique needs of their states and should include a hold harmless provision to ensure that the federal investment in workforce and related programs is not diminished. At their discretion, Governors should be given the option to pool WIA, higher education, Temporary Assistance for Needy Families (TANF), and other sources of federal training money at the state level to respond to the needs of workers and businesses.”

NGA fully supports eliminating barriers to innovation, and DWD feels that this section also applies to impeding the progress of Missouri’s innovative funding projects in utilizing Wagner-Peyser funds. Section 1.2.4 Barriers to Innovation states, “Governors continue to develop innovative workforce systems that respond to customer needs, reduce fragmentation, promote accountability, deliver services efficiently, and engage the business community. To ensure a higher quality federal-state workforce system for America’s workers, Congress should remove barriers to innovation including, but not limited to, overly burdensome reporting requirements, inconsistent terms and definitions, and limitations to transfer funds.”

The state finds that the biggest impediment to embarking on this new path is the lack of flexibility in utilizing federal funds to respond to the critical needs of its workforce and its economic future. Therefore, the State of Missouri requests that the Wagner-Peyser Act, as amended by the Workforce Investment Act of 1998, Section 661.410(c) be waived.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- Local regions could apply for a Request for an Application (RFA) for various projects that would be in the Governor’s discretionary funding set aside for innovative projects.
- Local regions could establish Jobs for Missouri’s Graduate sites in their area.
- The state would have more flexibility in moving federal job training funds to meet the needs of the state’s workforce system.

4. Individuals Affected by this Waiver

Utilizing additional funds for discretionary projects allows the state to try new and innovative methods to assist its workforce and businesses in becoming a better prepared skilled and competitive workforce.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD is the entity responsible for monitoring the changes that would take place regarding these discretionary funds. This waiver will be incorporated into a policy issuance that DWD will distribute to all local regions.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

This waiver request was brought to the attention of the state board, the Missouri Training and Employment Council on January 13, 2006. The board had several questions as to how Missouri would utilize the funds and was assured that there would be no funding or staff cuts to Wagner-Peyser programs. The board overwhelmingly supported this waiver request.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Increase OJT Employer Reimbursement
Up to 75% for Small Businesses**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to increase the employer reimbursement for On-the-Job training (OJT) up to a 75% reimbursement rate for small businesses.

As expressed by Governor Blunt in his State of the State speech recently, one of his initiatives is to increase the support to small businesses in Missouri. At this time, WIA provides employer reimbursement for on-the-job training up to 50% for any business who participates in the program. Through this waiver, small businesses would have more opportunity for growth and training of their staff in skills necessary to make the businesses successful. The waiver would also allow small businesses to utilize their limited resources in other areas, such as capital improvements and overhead, while still ensuring their employees are capable of performing the tasks required of their jobs.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) process designed to stratify the investment of limited discretionary employment and training funds in seven priority areas to better prepare Missourians for quality, family-supporting jobs.

There are seven RFA categories in which LWIBs can apply, and one in particular that would benefit from the approval of this waiver is the "Incumbent Worker Skills Shortages" initiative. The purpose of this RFA is to assist incumbent workers to succeed and advance in the workplace. Through this RFA, Missouri will provide funding to assist businesses with skills upgrade training for current, full-time workers.

LWIBs choosing to target small businesses could benefit from this waiver because it could enhance the attractiveness of OJT. Many times, businesses often view programs such as OJT as a "government program," filled with too many regulations and too much paperwork. Historically, the state has found that some businesses do not feel it is worth the effort to utilize the OJT program when they are only hiring one or two people. This waiver could enhance the attractiveness of OJT to small businesses showing that the benefits of the increased reimbursement might outweigh the upfront paperwork. This waiver also gives the LWIBs additional flexibility to further entice small businesses in their regions to train customers that have challenging barriers, such as youth and TANF recipients.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

The State of Missouri requests a waiver of WIA Section 101(31)(B) that currently provides for up to 50% reimbursement to the employer. Missouri requests that this be waived for

small businesses that have 100 or fewer employees, with the ability for the state to reimburse employers up to 75%.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute it to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- Allows the local workforce investment boards (LWIBs) to continue to improve services to customers seeking training and improve the capacity of local boards to market demand-driven services and build beneficial relations with the private sector.
- Increases employment opportunities for those harder to serve, such as youth and TANF customers, by allowing the small business to receive higher reimbursement for this population that may take longer to train.
- Increases opportunities to enhance the relationships with local economic developers in collaborating on small business projects.

4. Individuals Affected by this Waiver

LWIBs would have the opportunity to serve more small businesses because the training costs would be reduced for the business.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD is the entity responsible for monitoring all OJT projects. This waiver will be incorporated into a policy issuance that DWD will distribute to all local regions.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

**Capitalization Funds of Small Business in concert
with Entrepreneurial or Micro Enterprise Training**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting a waiver on the use of funds for the capitalization of businesses at WIA Section 181(e) to permit WIA funds be used to capitalize a small business up to \$5,000 in concert with entrepreneurial or micro enterprise training.

Missouri seeks this waiver to allow the state to pursue economic development activities that are not directly related to training. Currently, funds may only be used for economic development activities that have a direct tie to workforce development and human capital solutions, such as work related to identifying skill requirements of a business and developing industry-recognized competency models. Funds may not be used for activities such as infrastructure development or business financing. Missouri is requesting a waiver to allow these funds be used for capitalization.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) process designed to stratify the investment of limited discretionary employment and training funds in seven priority areas to better prepare Missourians for quality, family-supporting jobs.

One of the seven RFAs, "Micro Enterprise Training & Support Grants," has been developed to solicit proposals for proven service approaches and strategies that will assist entrepreneurs from low-income or dislocated worker groups to have the resources to start a small business. This Micro Enterprise Training & Support (METS) grant is funded by the Workforce Investment Act (WIA) and will be administered by DWD and the Local Workforce Investment Boards (LWIBs).

Roles may include, but are not limited to, the LWIB serving as the grantee and leading with outreach services; Local Innovation Centers and/or Small Business Development Centers assisting with space access; subject-matter experts; and technical support. Educational institutions may assist with providing training or accessing curricula and materials.

Competitive grants will be awarded to LWIBs that have designed innovative and collaborative METS programs. The successful METS program will offer a business capitalization grant up to \$5000 to eligible participants after successful completion of an entrepreneurial-related training course at no cost to the participant. The business capital from this RFA grant may be used for costs associated with starting a small business.

The portion of the funding available for direct start-up costs (up to \$5,000) will not be made available until the participant has successfully completed the entrepreneurial training course and submitted a business plan to be approved by an independent committee that includes bankers and local business representatives. The LWIB is the grantee, but the application should identify the specific training provider(s). Training can be provided through Missouri's local educational institutions, vendor trainers, non-profit groups, subject-matter experts, or a combination of

training providers. Costs associated with the start-up of a business or other non-training costs related to the project cannot exceed \$5,000 per participant.

This concept was also a part of the regulatory reform addressed in the \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region. This regional partnership with Missouri and Kansas will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future workforce needs in biotechnology, advanced manufacturing and healthcare. The WIRED initiative will also focus on entrepreneurial training as an option for the Missouri/Kansas partnership.

From an economic development perspective, small businesses are critical to the success of a local economy. In addition, self-employment is a recognized and reputable career opportunity. From a workforce perspective, the target population of this grant is low-income individuals and dislocated workers with the interest and aptitude for starting a new, small business. Both of these initiatives are perfect opportunities to blend workforce development with economic development. In addition, these initiatives provide an environment where entrepreneurs can strengthen local economies by creating jobs and contributing to the tax base, resulting in more opportunities of self-sufficiency for the LWIB's system customers and generating revenue for the community.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

DWD is requesting this waiver on the use of funds for the capitalization of businesses at WIA section 181(e) to permit WIA funds be used to capitalize a small business up to \$5,000 in concert with entrepreneurial or micro enterprise training. Also, DWD is requesting that a waiver be granted so that WIA funds could supplement this training and create more opportunities for assisting with start-up costs for new, small businesses.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into current policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would allow the Governor the flexibility in supporting his statewide efforts to create an environment where entrepreneurs create jobs and strengthen local economies. This effort will result in sustained relationships for collaboration, such as regional workforce and economic development teams that develop strategies and tactics of mutual importance. Also, individuals capable of managing a small business will be provided the start-up costs to succeed with their vision of becoming a self-sufficient entrepreneur.

This waiver would have the following goals and programmatic outcomes:

- LWIBs would be allowed to provide entrepreneurial training to those individuals who show the capability to develop their business plans and further create jobs in their local communities.
- LWIBs would have additional funds for providing start-up costs to help capitalize a new, small business.
- The state and local workforce investment system will have increased accountability for providing better service to individuals.

4. Individuals Affected by this Waiver

- As an example of how this waiver could assist a customer in a local area, an individual who recently lost their job comes into a Career Center and is determined to be a dislocated worker. This participant wants to be enrolled into the workforce investment system and receive training to start their own business. The participant also needs \$2,000.00 for start-up costs, and plans to employ five people. Obviously, the local region will not only benefit from assisting this person, but will help to create jobs in the local economy.
- LWIBs would collaborate with economic developers and fund entrepreneurial and micro enterprise training to small businesses in the area.
- LWIBs could request up to \$5,000 of their formula funds or apply for state-level grants.
- Under this waiver, entrepreneurial or micro enterprise training must be provided to the individuals benefiting from the capitalization.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD is the entity responsible for developing a new policy issuance that will be distributed to all local regions.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

**STATE OF MISSOURI
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

Entrepreneurial Training Performance Tracked Only at State Level

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting a waiver to allow entrepreneurial training to be provided through state-level grants and local formula dollars with performance tracked and aggregated at the state level, but not included in local performance calculations.

In keeping with Governor Blunt's pledge to create an economic environment where entrepreneurs create jobs, this waiver provides funding that would allow local board flexibility to encourage and support small business development in local regions. Through this waiver, local regions would increase the number of people trained in entrepreneurial skills necessary for a small business to succeed and further the number of jobs created by that small business. Local regions would be able to enroll customers into entrepreneurial training with WIA formula funds and exclude these individuals from local performance calculations. The LWIBs will need to use the approved Eligible Training Provider List.

On February 1, 2006, DWD announced a new competitive funding solicitation. The Skilled Workforce Initiative will connect LWIB formula program offerings with discretionary funded projects to create more coordinated networks of employment and training service offerings in communities within each workforce region. This is a new Request for Application (RFA) process designed to stratify the investment of limited discretionary employment and training funds in seven priority areas to better prepare Missourians for quality, family-supporting jobs.

There are seven RFA categories in which LWIBs can apply, and one in particular that would benefit from the approval of this waiver is the "Micro Enterprise Training and Support" initiative. The purpose of this RFA is to solicit proposals for proven service approaches and strategies that will assist entrepreneurs from low-income or dislocated worker groups to have the resources to start a small business.

This Micro Enterprise Training & Support (METS) grant is funded by WIA and will be administered by DWD and the Local Workforce Investment Boards (LWIBs). Through this RFA, Missouri will be able to provide funding grants to LWIBs for the purpose of providing low-income and dislocated individuals with entrepreneurial training, technical support, and access to resources in order to start a new business.

This concept was also a part of the regulatory reform addressed in the \$15 million Workforce Innovation in Regional Economic Development (WIRED) initiative in the Kansas City region. This regional partnership with Missouri and Kansas will develop an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future workforce needs in biotechnology, advanced manufacturing and healthcare. The WIRED initiative will also focus on entrepreneurial training as an option for the Missouri/Kansas partnership.

From an economic development perspective, small businesses are critical to the success of a local economy. In addition, self-employment is a recognized and reputable career opportunity. From

a workforce perspective, the target population of this grant is low-income individuals and dislocated workers with the interest and aptitude for starting a new, small business.

However, from the perspective of the LWIBs, current practice has been for boards to refer individuals interested in starting their own businesses to providers of entrepreneurial training, but do not sponsor or fund such training, partly due to the restrictions about what is currently considered a positive performance outcome. DWD has encouraged the workforce investment system to make entrepreneurial training opportunities available for people interested in self-employment, but are also aware of the unique challenges that regions face in moving forward with this effort.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Accordingly, the State of Missouri is requesting a waiver of 20 CFR 666.300, to be applied solely to individuals who receive entrepreneurial training with WIA formula funds. This will allow the state to exclude these individuals from local performance calculations. The state will report against these performance measures for all individuals served with formula funds who receive entrepreneurial training at the state level. Also, since the definition of the credential measure includes “of those who received training,” the state will include those individuals who received entrepreneurial training in this measure when reporting it at the state level.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the policy to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

This waiver would have the following goals and programmatic outcomes:

- LWIBs would be strengthening their local economies by providing an environment where entrepreneurs could create new jobs and contribute to the tax base, and less concerned about the performance risk associated with their WIA formula funds.
- Collaboration between the LWIBs and the local economic developers would be strengthened through both of these projects and the approval of this waiver.
- The state and local workforce investment system will have increased accountability for providing better service to individuals.
- Local regions will be able to better meet the training needs of the region’s low-income individuals and dislocated workers with the interest and aptitude for starting a new, small business.

4. Individuals Affected by this Waiver

The targeted population for this waiver would be low-income individuals and dislocated workers with the interest and aptitude for starting a new, small business. This is also an opportunity for the LWIBs and local economic development partners to provide new revenue for the community. LWIBs, instead of referring individuals interested in becoming entrepreneurs, would take the opportunity to enroll them but not include them in their performance calculations in WIA formula funds.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this request be granted, DWD will incorporate this waiver into a policy issuance and distribute to all local regions.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the U.S. Department of Labor's (USDOL) regional office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.



AUG 23 2006

The Honorable Matt Blunt
Governor of Missouri
Missouri Capitol Building
Jefferson City, Missouri 65101

Dear Governor Blunt:

It is with pleasure that I respond to the State of Missouri's request for waivers of statutory and regulatory requirements under the Workforce Investment Act (WIA). We are particularly excited that you have used the waiver process to support the WIRED initiative in the Kansas City region. The request is written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c), and appears to meet the standard for approval at 20 CFR 661.420(e). The following is the disposition of the State's waiver submission (copy enclosed).

Requested Waiver 1: Waiver of WIA Sections 136(b)(2) and (c)(1), as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The State of Missouri requests a waiver of the 17 indicators of performance for employment and training activities authorized under sections 129 and 134 of the WIA; the four Labor Exchange performance measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures. Under the waiver, the State seeks to fully implement the six common measures.

We are approving a waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures. The State will no longer report to the Employment and Training Administration (ETA) on the following WIA measures: WIA Adult and Dislocated Worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will report on the three adult common measures and the three youth common measures. Further, the State will still negotiate separate goals for the WIA Adult and WIA Dislocated Worker programs.

The waiver authority does not apply to other statutes. However, since common measures have been implemented in the Wagner-Peyser Act, Veterans' Employment and Training Service (VETS), and Trade Act programs, a waiver of performance

measures for these programs is not necessary. The State has negotiated separate Program Year 2006 goals for the Wagner-Peyser Act and VETS programs, and ETA and VETS will continue to monitor the State's performance against these goals. One condition of the waiver is that the State will not be considered for WIA incentive grants. The waiver is effective July 1, 2006, and is granted through June 30, 2007.

Requested Waiver 2: Waiver to permit the use of Individual Training Accounts (ITAs) for older and out-of-school youth program participants.

The State is granted a waiver of the prohibition on the use of ITAs for older and out-of-school youth at 20 CFR 664.510, through June 30, 2007. Under the waiver, the State will identify criteria for determining the use of the ITA and provide guidance to local workforce boards on how to assist youth in choosing the appropriate educational providers. The State should also ensure that funds used for ITAs are tracked and reflected in the individual service strategies for these youth.

Requested Waiver 3: Waiver of the requirement at WIA Section 123 that eligible providers of youth activities be identified on a competitive basis.

The State indicates that there are not enough service providers to make a selection on a competitive basis. We believe the State has made a strong case for flexibility in rural areas. However, the State and local areas should not have difficulty meeting the competitive procurement requirements in more populous areas. There is some flexibility available under the statute and regulations to address barriers to finding qualified youth providers. For instance, the procurement regulations at 29 CFR 97, Subpart C detail circumstances in which sole source procurement is acceptable, such as when a provider has truly unique services. Accordingly, we are approving a waiver of WIA Section 123 through June 30, 2007. The waiver is limited to the seven rural regions identified by the State in its request.

Requested Waiver 4: Waiver of the requirement that local programs provide each of the ten youth program elements at WIA Section 129(c)(2) as options available to youth participants.

We are approving this waiver through June 30, 2007. We believe the waiver will support the State's efforts to align its youth programs with the Department's comprehensive youth vision. As a condition of the waiver, we ask that the State submit a strategic youth plan inclusive of the program elements or program services that will be provided and the specific outcomes to be attained from such services. ETA will provide technical assistance if requested by the State to support the implementation of the youth plan.

Requested Waiver 5: Waiver of WIA Section 129(c)(2)(1) and 20 CFR 664.450(b) that requires all youth participants to receive some form of follow-up services for a minimum duration of 12 months.

The State seeks this waiver to give local workforce investment boards the option to provide follow-up services for youth. The waiver is granted through June 30, 2007.

Requested Waiver 6: Waiver to permit the use of up to 25 percent of rapid response funds for statewide employment and training activities, with the exception of administration.

The State is interested in providing additional funds to local areas to conduct incumbent worker training. We are approving a waiver of the language limiting the authority to provide the activities at WIA Section 134(a)(1)(B) to statewide reserve funds through June 30, 2007. This waiver will permit the use of up to 25 percent of the funds reserved for rapid response activities at WIA Section 133(a)(2) to provide the allowable statewide activities authorized at WIA Section 134(a)(3), with the exception of administration. These funds must be tracked by funding stream. Further, the State is expected to report performance outcomes for incumbent workers served under this waiver. ETA will work with the State to determine an appropriate reporting method.

Requested Waiver 7: Waiver of 20 CFR 666 and 20 CFR 667.300 to minimize the collection of participant data for employed worker training programs funded with local WIA Adult program funds.

The State is seeking to collect less data on individuals served through employed worker training programs. Other states have expressed interest in this particular waiver. We appreciate your desire to make the workforce system more accessible to employers and their employees. We are exploring options for providing some relief to the State. As we do this, we must also consider our need to measure outcomes and have strong data to support our investments in incumbent worker training. We will respond to this request shortly.

Requested Waiver 8: Waiver to increase the 10 percent allocation of Wagner-Peyser funds allotted to the Governor for discretionary needs to provide innovative youth activities statewide.

While we support the State's goal of increased funding flexibility, this request falls outside the waiver authority. The Secretary may waive certain requirements of Sections 8 through 10 of the Wagner-Peyser Act. The Wagner-Peyser fund allocation provisions fall under Section 7 of the Act therefore, they cannot be waived. We note that the State has an approved waiver to permit local areas to request the use of up to 10 percent of local area WIA Adult and Dislocated Worker formula funds to provide statewide

and training activities. The State may want to consider submitting a request to increase the amount of funds that can be used in a similar manner as statewide funds.

Requested Waiver 9: Waiver to increase the employer reimbursement for on-the-job training

The Workforce Investment Act provides for reimbursement to the employer of up to 50 percent of the wage rate of participants in on-the-job training. We are granting a waiver of WIA Section 101(31)(B) to permit the State to reimburse the employer on a graduated scale based on the size of the business. Under the waiver, the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-100 employees. For employers with more than 100 employees, the current statutory requirements will continue to apply. The waiver is granted through June 30, 2007.

Requested Waiver 10 Waiver of the provisions contained in WIA Section 181(e) that limit the use of funds for capitalization of businesses and prohibit the use of funds for economic development activities that are not directly related to training for eligible individuals.

We are approving a waiver of WIA Section 181(e) through June 30, 2007. This waiver permits the use of WIA funds to capitalize a small business up to \$5,000. Under the waiver, this activity must be conducted in concert with entrepreneurial or microenterprise training for the individuals benefiting from the capitalization. The waiver also permits the use of funds for economic development activities that have a direct tie to workforce development and human capital solutions, such as work related to identifying skill requirements of business and developing industry-recognized competency models. Funds may not be used for activities such as infrastructure development or business financing, except under the conditions described above.

Requested Waiver 11: Waiver to exclude from local performance calculations WIA customers who receive entrepreneurial training.

This request does not meet the higher standard for waiving the key WIA reform principle of increased accountability at 20 CFR 661.410(c). Accordingly, we are not approving the waiver. However, we support the State's efforts to increase the availability of entrepreneurial training. We expect that the approved waiver permitting the use of funds for capitalization of small businesses will create an incentive for local workforce boards to meet the demand for such training and produce positive outcomes.

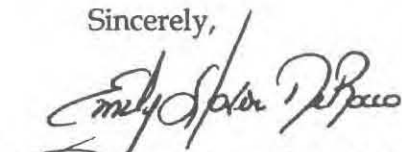
The granted waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and constitute a modification of the State's approved Strategic Plan. A copy of this letter

should be filed with the State's WIA Grant Agreement and the approved Strategic Plan, as appropriate.

W

e look forward to continuing our partnership with you and achieving better workforce investment outcomes. We are prepared to entertain other waiver requests that you may wish to submit, consistent with the provisions of the WIA statute and regulations.

Sincerely,



Emily Stover DeRocco

Enclosure

MISSOURI

Matt Blunt
Governor

DEPARTMENT OF ECONOMIC DEVELOPMENT

Gregory A. Steinhoff
Director

Division of Workforce Development

Roderick Nunn
Director

September 21, 2006

Emily Stover DeRocco
Assistant Secretary
U. S. Department of Labor
Employment and Training
200 Constitution Avenue, Room S2307
Washington, DC 20210

Dear Assistant Secretary DeRocco:

I would like to take this opportunity to thank you for the recent approval of several of Missouri's Workforce Investment Act (WIA) waiver requests. We certainly see the value in the increased flexibility waivers can provide. Please know that Missouri will stand as an example of how workforce innovation through increased flexibility helps address the significant skill development challenges facing our state and nation.

I also want to take this opportunity to provide additional detail on some of the outstanding issues surrounding our request. I recently informed Gay Gilbert that Missouri would respectfully decline the approval of the request to waive the 17 indicators of WIA performance for employment and training activities. The additional condition of the waiver approval that required the state to "not be considered for WIA incentive grants" makes the approval unacceptable to Missouri.

Acceptance of this caveat would put serious strain on our relationship with our education partners; and, we are concerned about Department of Labor's (DOL) plans for future reporting. If, as we have been told, DOL will move toward either the ETA Management Information and Longitudinal Evaluation Reporting System EMILE or Workforce Investment Streamlined Performance Reporting (WISPR), and account for performance through these mechanisms, we are not comfortable with our ability to continue to live up to constant reporting changes.

In addition, as you explore options to provide relief to states on the stringent reporting requirements for Incumbent Worker Training (IWT), I want you to be aware of the outcomes we are tracking under Governor Blunt's Skilled Workforce Initiative. Each Local Workforce Board who successfully competed for a state IWT grant negotiated specific outcomes in the following areas:

- Number of employees enrolled in training (to be reported by training provider);
- Target number of employees who complete training (to be reported by training provider);

- Increase in productivity (to be reported by employer);
- Lower turnover rates (to be reported by employer);
- Increase in wages after training (to be reported by employer and verified by U1 wage records);
- Target number of employees who receive a promotion as a result of training (to be reported by employer) ; and
- Attainment of a certificate, degree, credential, or college credit.

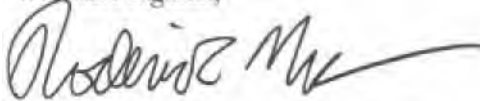
We requested waiving much of the data elements to reduce some of the burden on participating businesses; however, we are still planning to gather strong data to justify our investments. I hope you find these to be useful in your deliberations. As you can imagine we are having great difficulty utilizing WIA IWT as a useful tool to address skill development shortages among current workers and thus IWT has limited value as a business retention tool.

While we greatly appreciate the approval of our request to utilize WIA funds to capitalize a small business, an additional disincentive has been created by denying our waiver request to exclude those customers receiving entrepreneurial training from local performance. We are asking that DOL take a second look at our request. We would be more than willing to provide any additional information that might be necessary to further support this waiver request. But clearly, entered employment, retention and earnings of many business owners who are self-employed will not be reflected in wage records, and this will have a greater impact on a local region's performance versus the state's performance.

In closing, while we withdraw our request to waive the WIA Performance Measures, we encourage you to further consider the need to minimize data capture for those Incumbent Worker Projects that can certainly be of significant assistance to our economic development efforts; and, to re-evaluate the need to exclude customers who receive entrepreneurial training from local performance calculations.

If there are questions about either of these issues, please feel free to contact my office at (573) 751-3349.

Warmest regards,



Roderick Nunn
Director

RN/RE/DP

c: Byron Zuidema
 Gay Gilbert
 DWD Senior Staff



DEC 21 2006

The Honorable Matt Blunt
Governor of Missouri
Missouri Capitol Building
Jefferson City, Missouri 65101

Dear Governor Blunt:

It is with pleasure that I respond to the State of Missouri's request for waivers of statutory and regulatory requirements under the Workforce Investment Act (WIA). The request is written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The following is the disposition of the State's waiver submission (copy enclosed).

Requested Waiver 1: Waiver of 20 CFR 666 and 20 CFR 667.300 to minimize the collection of participant data for employed worker training programs funded with local WIA Adult program funds.

The Department of Labor provided an interim response to this request in a letter dated August 23, 2006, noting that additional time was needed to complete our review. We have completed our review and are pleased to approve a waiver of the reporting requirements at 20 CFR 667.300(a) to permit the State to discontinue the collection of seven of the data elements in Section 1 of the WIASRD for incumbent workers trained with local area WIA formula funds.

Under the waiver, the State will not need to collect from these participants the following WIASRD data elements: single parent (117), unemployment compensation eligible status at participation (118), low income (119), TANF (120), other public assistance (121), homeless individual and/or runaway (125), and offender (126). The collection and reporting of WIASRD Section 1 data elements 111-116 and 122 will continue to be required. These include veteran status, employment status at participation, limited English language proficiency, and highest school grade completed. We believe the collection of these data elements will not pose a significant burden on employers, since they are likely to have this information from employment applications and other sources. In addition, the State is required to collect and report information on incumbent workers trained with local WIA funds for the WIASRD Section II, Program Activities and Services Information, and Section III, Program Outcomes Information, to account for the use of funds. The waiver is granted through June 30, 2007.

Requested Waiver 2: Waiver to exclude from local performance calculations WIA customers who receive entrepreneurial training.

In a letter dated August 23, 2006, the Department of Labor disapproved this request. We stated in the letter that the request did not meet the higher standard for waiving the key WIA reform principle of increased accountability at 20 CFR 661.410(c), and therefore, could not be approved. In its current submission, the State has asked the Department to reconsider the decision on this waiver request. The State reiterated its belief that requiring the collection of performance information on entrepreneurial trainees discourages local boards from investing in this type of training,

The Department has reconsidered the State's waiver request and decided to uphold the disapproval of the request. We believe that the collection of local performance information is essential for effective program management. Further, we believe that the State's approved waiver permitting the use of funds for capitalization of small businesses in concert with entrepreneurial training should create an incentive for local workforce boards to meet the demand for such training and produce positive outcomes.

The granted waiver is incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and constitutes a modification of the State's approved Strategic Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved Strategic Plan, as appropriate.

We look forward to continuing our partnership with you and achieving better workforce investment outcomes. We are prepared to entertain other waiver requests that you may wish to submit, consistent with the provisions of the WIA statute and regulations.

Sincerely,



Emily Stover DeRocco

Enclosure